United Nations A/65/328/Add.5

General Assembly

Distr.: General
25 October 2010

Original: English

Sixty-fifth session
Agenda item 129
Programme budget for the biennium 2010-2011

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission for Iraq (UNAMI) for the period from 1 January to 31 December 2011, totalling $207,729,000 net ($219,314,500 gross).

After taking into account the anticipated overexpenditure of the 2010 appropriation in the amount of $2,200,600, the total net requirements for 2011 would amount to $209,929,600 net.

The report also contains an update on the status of the construction project related to the planned integrated headquarters compound in Baghdad.

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I. Background and overview

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq. Subsequently, in its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI). In its resolution 1546 (2004), the Council affirmed that the United Nations should play a leading role in assisting the people and Government of Iraq in the formation of institutions for a representative government. Under that resolution, UNAMI played a key role in supporting both national elections and a referendum on the Iraqi Constitution. Following these achievements, the mandate of UNAMI was updated and expanded in resolution 1770 (2007) and renewed under subsequent resolutions 1830 (2008), 1883 (2009) and 1936 (2010). Under the expanded mandate, UNAMI, at the request of and in coordination with the Government of Iraq, and in partnership with United Nations agencies, funds and programmes under the unified leadership of the Special Representative of the Secretary-General for Iraq, continues to promote, support and facilitate the objectives stipulated in resolution 1770 (2007).

Cooperation with other entities

2. In 2011, UNAMI, in partnership with the United Nations country team, will continue to seek improved coordination and delivery of development, humanitarian, and reconstruction assistance as "one United Nations" through national and international structures. UNAMI and the country team will together focus on peace and State-building activities, centred on recovery and development interventions as articulated in the United Nations Development Assistance Framework 2011-2014. Further, UNAMI and the country team will together concentrate on four, mutually agreed "integrated priority" areas: multidimensional responses for the areas of mutual concern/disputed internal boundaries; water resource management, particularly internal and transboundary; social safety net reform, focusing on the public distribution system; and electoral and census support. UNAMI and country team members will also deepen their cooperation to ensure agreement on the appropriate, efficient and economical use of common resources in conducting their programmes and activities, so as to avoid duplication and ensure that programme delivery is sustained or enhanced.

3. UNAMI will enhance its support to all United Nations country team members. To promote the efficient harmonization of the operations of the United Nations in Iraq, UNAMI has established common services agreements through memorandums of understanding between the Mission and United Nations agencies, funds and programmes to support, on a cost reimbursable basis, their increasing engagement in Iraq, as well as services in Kuwait and Amman. To achieve a more streamlined and efficient use of resources, UNAMI and the country team will continue to work in partnership to address mission support issues and will finalize proposals to secure more life support facilities for 2011. This is particularly important as the country team scales up its activities and programme delivery in Iraq and as the United States Forces in Iraq draw down, reducing logistic and security support.

4. To assist UNAMI in the implementation of its mandate, the Iraq Operations Group was established at United Nations Headquarters in New York to promote coordination and to facilitate exchange of information between Headquarters, UNAMI and United Nations agencies, funds and programmes. In June 2010, the Group was replaced by a wider coordination body known as the Iraq Integrated Task

Force in line with the Secretary-General's decision on integration. This has become the main interdepartmental, inter-agency mechanism for supporting UNAMI in 2011.

Future outlook for the Mission

5. The domestic peace and State-building processes in Iraq, including development and reconstruction, will continue to be complex and will face many challenges in the foreseeable future. As Iraq continues its political and socio-economic transition, Iraqi leaders and Member States continue to call for a larger United Nations role, thereby underscoring the importance of the United Nations contribution to peace and development in the country.

6. Significant challenges remain for the United Nations in Iraq, including the fragile political and security situation, as well as those posed by the withdrawal of much of the resource and logistic support currently provided by the United States Forces in Iraq. However, the withdrawal of United States Forces support also provides the United Nations with a significant opportunity to adjust its profile and security posture for its future engagement with the country.

7. Accordingly, UNAMI, in line with its mandate and at the request of the Government of Iraq, will focus its endeavours on assisting the people and Government of Iraq with the national reconciliation process by promoting political dialogue and building on areas of common interest with a broad range of interlocutors, aimed at resolving fundamental issues that continue to separate Iraqi communities, including disputed internal boundaries, fostering fair representation of all groups in society at all levels of government (federal, regional and governorates), and the equitable sharing of natural resources. UNAMI will also focus on supporting the constitutional review process, including enacting reform of key legislation advancing the national coexistence agenda, as well as supporting Iraq's engagement with neighbouring countries, through regional bilateral and multilateral initiatives to address areas of common concern. UNAMI will continue to offer technical support and advice to the Independent High Electoral Commission. In partnership with the United Nations country team and the Government of Iraq, UNAMI will provide support for implementation of the priorities articulated in the United Nations Development Assistance Framework 2011-2014. UNAMI will continue to monitor, promote and support the Iraqi Government and Iraqi civil society in relation to the provision, respect and protection of human rights for all Iraqi citizens.

8. The range of United Nations initiatives and activities to be implemented in 2011 will remain contingent on the availability of necessary resources and the evolving security and operational environment. In response, UNAMI will continue to re-evaluate and adjust its internal operational capacity and security structures, including consolidating its presence across the country. For 2011, the UNAMI core presence will consist of four main hubs based in Baghdad, Erbil, Kirkuk and Basra. The UNAMI offices in Amman and Kuwait City will continue to provide administrative and logistic support to the Mission and to the country team. It should be noted that the United Nations Assistance Mission in Afghanistan (UNAMA) is expected to relocate some international mission support staff to the UNAMI Kuwait office. The incremental cost to UNAMI will be minimal because the Kuwait office is provided gratis by the Government of Kuwait and any major office renovation required for this purpose will be financed by UNAMA itself. The UNAMI liaison

office in Tehran will support the Mission's political outreach for fostering regional cooperation.

9. Due to the withdrawal of United States Forces and the expiration of the 607 Agreement on the provision of security and logistical support, and other agreements with the Government of the United States of America, UNAMI will need to become operationally self-reliant in the conduct of mandated activities across Iraq during 2011. This will require the deployment of an additional fixed-wing aircraft and two rotary-wing aircraft, as well as additional armoured vehicles, to facilitate movement, and military and police liaison officers/advisers provided by Member States to provide technical expertise, advice and liaison with residual United States and Iraqi security forces, the latter becoming gradually primarily responsible for providing security to the United Nations. As a result, increased resources and support will be critical in the transition period, particularly in light of the fact that security and other gains in Iraq will remain fragile and reversible in the context of the overall State- and peacebuilding processes in the country.

Performance information for 2010

10. In 2010, UNAMI focused assistance on (a) promoting political dialogue and national reconciliation; (b) providing electoral and constitutional assistance; (c) supporting the provision of essential services, largely through technical assistance and capacity-building activities; (d) assisting vulnerable groups; and (e) facilitating regional dialogue on issues of mutual concern. All activities were focused on the overall objective of achieving political stability, security and prosperity in Iraq, set within the five expected accomplishments mentioned above.

11. In relation to progress towards national reconciliation in Iraq, it is anticipated that planned indicators of achievement will be partially attained during 2010. A number of initiatives and activities have been undertaken by UNAMI, in particular facilitating talks on resolving tensions in Ninewa Governorate, facilitation and assistance to the High-level Task Force and a mechanism to foster dialogue on Arab-Kurdish relations, focusing on resolution of outstanding issues in the disputed internal territories. Some of the planned activities and some of those already in progress were slowed or stopped, due in large part to the protracted electoral process in 2009 and 2010 and the delay in forming a new government. It is anticipated that there will be little or no further movement towards achieving these indicators in full until the formation of the new government has been completed, following the elections which took place in March 2010. For similar reasons, the political environment will determine whether the development and implementation of confidence-building measures with Iraq's neighbours can be undertaken and the degree to which this indicator will be met in 2010.

12. In relation to progress in the implementation and promotion of the Constitution, it is anticipated that few (if any) of the planned activities will be achieved during 2010, because of a deadlock in the constitutional review process and the delay in forming a new government. However, it is anticipated that this process may be revitalized once the new government is in place.

13. UNAMI played a leading support role in the successful conduct of the elections for the Council of Representatives on 7 March 2010. Expected accomplishments in the second half of 2010 relate to preparations for future electoral events, for most of which no date has yet been set, but which are due to be held, such as the Kurdistan

Governorate Council elections planned for the last week of October 2010. In late 2009, an electoral law was adopted for the Council of Representatives elections in March 2010; however no other laws have yet been adopted, since the electoral calendar has not yet been defined for the rest of 2010 or for 2011. The indicators of achievement regarding progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective electoral events (see chapter II below) also include the successful implementation of the Independent High Electoral Commission operational plan for the Council of Representatives election, and the training of 335,000 staff.

14. Still in process for the period is the improved accuracy of voter lists at district and subdistrict level, since all operational engagement of the Electoral Commission has been focused on the elections for the Council of Representatives, a process which has taken longer to conclude than anticipated, and no date has yet been set for the district/subdistrict elections. In this regard, there has been a significant reduction, from the Governorate Council elections in 2009 to the Council of Representatives elections in 2010, in the number of complaints filed by voters alleging that their names were not on the voters' list.

15. In relation to progress towards strengthening the rule of law and improving respect for human rights, it is anticipated that one planned indicator of achievement will be attained during 2010. Building on the ratification by Iraq in 2008 of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, UNAMI successfully assisted the Iraqi Government and civil society to prepare submissions to the universal periodic review in 2009, leading to the successful conclusion of the review by the Human Rights Council in 2010.

16. UNAMI provided technical advice to the Iraqi Government that led to the passage of the law in 2008 establishing the Independent National Human Rights Commission. The selection committee for the Commission was also established in 2009 with the aim of appointing commissioners by early 2010. However, the parliamentary electoral process delayed the appointment of commissioners and it is uncertain whether they will be appointed and branch offices opened in five governorates by the end of 2010, as originally envisaged. It is hoped that once a new government is formed in 2010, the selection committee will complete its work and that commissioners will be appointed. UNAMI will continue its efforts to ensure that this objective is met and to encourage the proper functioning and establishment of the Commission throughout the remainder of 2010 and 2011.

17. In relation to the strengthened relief, recovery and reconstruction process, as of May 2010 four joint programmes had been approved for implementation. Significant effort was put into larger joint programmes producing more significant impact, rather than smaller initiatives. As a result, the public sector modernization programme was the flagship programme, with a number of subprogrammes and initiatives under which issues relating to both delivery and reform were addressed. Activities in relation to multidimensional responses for the areas of mutual concern, such as the disputed internal boundaries, water resource management and electoral and census support were also conducted. Thus far in 2010, the Emergency Response Fund has approved 11 new projects. Key challenges have included the low quality of proposals received from local non-governmental organizations (NGOs), which required additional work before the proposals could be approved. Accordingly, UNAMI undertook specialized training of national NGOs on project planning and

management aspects and, as a result, it is expected that the quality of projects will improve and the expected target of 40 projects will be achieved. The country team's gender task force actively promoted gender issues through the programming of the United Nations agencies and as of May 2010, six projects are being implemented. Advocacy on women's issues has been significantly increased and it is expected that the target of 15 projects indicated for 2010 will be met.

18. Actual, unplanned achievements in 2010 were the successful conclusion of the United Nations Development Assistance Framework 2011-2014; the successful funding of a project aimed at supporting the Government on aid effectiveness and integration of the Paris Principles into the work of the ministries, co-supported by the international partners forum; and the holding of a joint United Nations, Government and donor forum aimed at developing a co-financing mechanism within the Government. The inter-agency advocacy group, formed at the end of 2009, has met regularly and successfully developed key messages and support frameworks for United Nations agencies to address.

19. The indicator of achievement on the percentage of priority Iraq Compact benchmarks related to relief, recovery and reconstruction achieved, was not measurable. While all programmes undertaken by the United Nations country team in Iraq address the relevant Iraq Compact indicator benchmarks, there has been no recent review of these benchmarks, owing to the fact that the Government has integrated them into its five-year National Development Plan 2010-2014.

Planning assumptions for 2011

20. The Government of Iraq and the Iraqi security forces will assume full responsibility for maintaining security throughout the country in 2011. The security situation began to improve through 2009 and early 2010, but with the total number of incidents stabilizing at levels of high concern. Against the backdrop of the United States Forces withdrawal, however, any deadlock or deterioration in political and national reconciliation processes may lead to destabilization of the security situation, which could significantly impact on United Nations operations and presence in Iraq in 2011.

21. Iraq's domestic political arena will remain complex. While it is assumed that most relevant parties and actors will remain committed to promoting State- and peacebuilding processes and to finding mutually agreeable solutions to the country's various problems, the situation will remain fragile.

22. It is assumed that Iraq will remain in need of international assistance in capacity-building, development and reconstruction for the foreseeable future, and there are likely to be continuing demands from the Government of Iraq and the international community for the United Nations to expand its presence and activities in the country, particularly in regard to State- and peacebuilding initiatives. At the same time, it is anticipated that UNAMI will be expected to play a continuing role in supporting efforts to promote cooperation between Iraq and its neighbours.

23. The United Nations will continue to deliver its activities from four regional hubs based in Baghdad, Erbil, Kirkuk and Basra, with a residual presence in Mosul. These hubs will permit the conduct of temporary missions to other areas of the country.

24. UNAMI will continue to work in partnership with, and provide support to, the country team, comprising the United Nations agencies, funds, and programmes, in coordination with the Government of Iraq, to implement the priorities articulated under the United Nations Development Assistance Framework 2011-2014.

25. One particular challenge that UNAMI is facing is the phase-out of the operations in Iraq of the United Nations Office for the Coordination of Humanitarian Affairs by the end of 2010. This will require the integration of the information collection and coordination functions of the Office into the UNAMI Development and Humanitarian Support team Mission-wide, resulting in a significant increase in national staff capacity to maintain the current humanitarian information and coordination network across Iraq within the governorates, which collects and verifies data, coordinates humanitarian partners and monitors ongoing humanitarian assistance initiatives. This will ensure the optimal implementation of the development and humanitarian support undertaken by the country team and UNAMI inside Iraq, in conjunction with ongoing UNAMI activities.

26. As the United States Forces in Iraq draw down and greater security management becomes the responsibility of UNAMI, a significant increase in resources, including security personnel, will be required. In order to offer greater support to United Nations missions conducted outside the international zone in Baghdad, 25 personal security officers (Field Service) will be required, along with an additional 12 security officers (Field Service) in Kirkuk, Basra and Baghdad. The security environment of the future Iraq will also increasingly demand that the UNAMI security section works in cooperation with Iraqi security forces. The number of troops deployed in the United Nations Guard Units is also to be significantly increased in 2011. Between January and December 2011, the number of guard unit troops in Baghdad will be increased to 169; at Baghdad International Airport to 40; and in Erbil to 55. Between November and December 2011 the number of guard unit troops will be increased in both Basra and Kirkuk to 50, following the establishment of UNAMI stand-alone offices in those locations by mid-2011.

27. The security situation and the drawdown of United States Forces will have a considerable impact on the United Nations presence and operations, given that the United States Forces provide significant security and logistic support to the United Nations. As a result, the United Nations will be required to become increasingly self-reliant.

II. Mission mandate and planned results

28. The objectives, expected accomplishments and indicators of achievement for 2011 are presented below.

Objective: To achieve political stability, security and prosperity in Iraq.

Expected accomplishments	Indicators of achievement
(a) Progress towards national reconciliation in Iraq	(a) (i) Number of high-level meetings supported and sponsored by UNAMI, which are held by Iraqi stakeholders to discuss national dialogue and reconciliation, including disputed internal boundaries

Performance measures

Actual 2009: 20

Estimate 2010: 52

Target 2011: 52

(ii) Number of confidence-building measures supported and sponsored by UNAMI, agreed to by the Government of Iraq and the Kurdish Regional Government in relation to disputed internal boundaries

Performance measures

Actual 2009: 20

Estimate 2010: 40

Target 2011: 10

(iii) Number of initiatives, sponsored and supported by UNAMI, with the Government of Iraq (federal, regional and local) and key influential political, community, ethnic, and religious leaders aimed at reducing intra-Iraqi conflicts and improving recognition of minority rights

Performance measures

Actual 2009: 35

Estimate 2010: 45

Target 2011: 7

(iv) Increased number of confidence-building measures and other initiatives sponsored and supported by UNAMI, agreed to by the Government of Iraq with a view to encouraging Iraq's compliance with its Chapter VII obligations and normalization and improvement of relations with neighbouring countries

Performance measures

Actual 2009: 8

Estimate 2010: 8

Target 2011: 20

Outputs

- Daily political facilitation and reconciliation through the good offices of the Special Representative of the Secretary-General
- Fifty-two meetings with high-level Government officials, political parties and community leaders to promote national dialogue and Arab-Kurd reconciliation, with a view to resolving the status of disputed internal boundaries. This includes UNAMI efforts towards a continuation of the High-level Task Force, resolving outstanding issues in Kirkuk and expanding the Task Force to include a wider range of actors and issues being addressed and discussed
- Establishment with political actors at the national/subnational level of new approaches to dialogue and formulation of political processes to advance 10 new confidence-building measures to improve relations between Kurds and Arabs in the disputed areas
- Four UNAMI political outreach offices established to enhance and sustain engagement with subnational interlocutors in four governorates, including monitoring of the implementation of various agreements related to the High-level Task Force, the Ninewa talks, Kirkuk and others
- Twenty meetings with high-level Iraqi Government officials (the Prime Minister's Office, Ministry of Foreign Affairs, Members of the Council of Representatives, etc.), political parties and the diplomatic community in Baghdad to gather information and facilitate Iraqi compliance with Chapter VII obligations
- Four high-level visits by the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights to neighbouring countries to support the bilateral and regional initiatives mandated by the Security Council
- Design and implement, in cooperation and coordination with other relevant United Nations actors (e.g. the United Nations Office for Project Services (UNOPS), the Office of Legal Affairs and the Department of Political Affairs in New York), two confidence-building measures, capacity-building projects or other deconflicting initiatives, with a view to improving relations between the Government of Iraq and neighbouring countries

Expected accomplishments	**Indicators of achievement**
(b) Progress in the implementation and promotion of the Constitution	(b) (i) Number of laws adopted by the Iraqi Parliament to implement key provisions of the Constitution *Performance measures* Actual 2009: 4 Estimate 2010: 4 Target 2011: 2 (ii) Number of established governmental and independent institutions in accordance with the provisions of the Constitution

Performance measures

Actual 2009: 4

Estimate 2010: 2

Target 2011: 2

Outputs

- Four meetings/conferences with key interlocutors to promote a review of the Constitution
- Twelve meetings, analytical write-ups in preparation for and holding of workshops with the Government and the Council of Representatives on the development of effective constitutional amendments and legislation as well as the creation of constitutional institutions
- Four outreach programmes/quarterly publications for a total of 100 people from civil society, political and special interest groups to promote ownership of the Constitution
- Five papers containing technical and legal advice for governorate authorities on the establishment of new regional governorate structures and independent institutions envisaged by the Constitution
- Six meetings with members of the Council of Representatives and Government officials as well as the diplomatic community to ensure coordination of international assistance and expertise in support of the implementation of the Constitution

Expected accomplishments	**Indicators of achievement**
(c) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective electoral events	(c) (i) Adoption of the required electoral laws necessary to conduct elections and referendums *Performance measures* Actual 2009: 3 Estimate 2010: 3 Target 2011: 2 (ii) Improved ability of the Independent High Electoral Commission to lead planning and delivery of credible electoral events *Performance measures* Actual 2009: Governorate Council elections and Kurdish parliamentary/presidential elections conducted in accordance with the operational plans of the Commission. The Commission led design and coordination plans for the national parliamentary elections

Estimate 2010: operational plan of the Commission successfully implemented for the national parliamentary elections and the Commission leads design and coordination plans for at least two other significant electoral events

Target 2011: operational plans of the Commission successfully implemented for three significant electoral events

(iii) Number of trained Commission staff in all governorates on conducting electoral activities in accordance with recognized international standards

Performance measures

Actual 2009: 340,000

Estimate 2010: 355,000

Target 2011: 310,000

(iv) Improved accuracy of voter registration lists to ensure that all eligible Iraqis can exercise their right to vote

Performance measures

Actual 2009: voter registration for national parliamentary elections accurately completed to the individual level

Estimate 2010: voter registration to improve accuracy of voter lists at district and subdistrict levels

Target 2011: improved accuracy of voter lists at district and subdistrict levels measured by decrease in complaints concerning accuracy of voter lists and reduction in reports of observer organizations on inaccuracy of voter registration

Outputs

- Twenty-four technical and legal advice sessions for the Council of Representatives on drafting legal and regulatory framework for the conduct of electoral events
- Ten meetings/conferences with Government officials, NGOs and the international community to promote electoral events and encourage adherence to international best practices
- Ongoing technical support for the development and dissemination of Independent High Electoral Commission educational materials related to processes and regulations of electoral events

- Daily policy advice and technical electoral advice to the Board of Commissioners and the Electoral Administration of the Independent High Electoral Commission
- Daily capacity-building activities with the Independent High Electoral Commission on electoral operations-related issues, including logistics, voter registration, investigation and adjudication of complaints, security and media outreach, as well as one study trip for members of the Board of Commissioners to strengthen the operational and technical capacity of the Commission
- Lessons-learned exercises with the Independent High Electoral Commission to enhance the delivery of capacity-building activities for future events
- 260 Independent High Electoral Commission trainers coached to facilitate training of Electoral Commission staff across all governorates
- Twelve consultations with members of the diplomatic community and electoral institutions to coordinate international donor and technical electoral support to the Independent High Electoral Commission

Expected accomplishments	Indicators of achievement
(d) Progress towards strengthening the rule of law and improving the respect for human rights	(d) (i) Establishment of a National Human Rights Commission by the Council of Representatives functioning according to its statutory role *Performance measures* Actual 2009: Commission selection committee established Estimate 2010: appointment of 11 Commissioners and establishment of branches in 5 governorates Target 2011: commissioners appointed and trained, and National Human Rights Commission office established in Baghdad and in five governorates (ii) Increase in the human rights reporting capacity of the Government of Iraq and civil society *Performance measures* Actual 2009: publication of Government of Iraq national report and civil society contribution as part of the universal periodic review process Estimate 2010: formal review of the universal periodic review submission by the Human Rights Council

Target 2011: Government of Iraq completes its universal periodic review before the Human Rights Council. Publication of status of implementation of recommendations

(iii) The Criminal Procedure Code reformed and adopted

Performance measures

Actual 2009: not applicable

Estimate 2010: the Criminal Procedure Code will be reviewed and proposed reforms recommended by the Government of Iraq

Target 2011: the reviewed Criminal Procedure Code is considered and adopted by the Council of Representatives

(iv) Number of joint programmes with international stakeholders (UNOPS, United Nations Development Programme (UNDP) and United States Rule of Law mission) to support the rule of law and justice system in Iraq

Performance measures

Actual 2009: 27

Estimate 2010: 7

Target 2011: 10

Outputs

- Twelve meetings with Government representatives and the Council of Representatives regarding the establishment of the National Human Rights Commission
- Five capacity-building training sessions for a total of 50 beneficiaries with the Commissioners of the National Human Rights Commission on duties and obligations
- One capacity-building training session for 40 representatives of the Government of Iraq on implementation of recommendations by the Human Rights Council following the universal periodic review
- Two reports (half-yearly) published on the general and specific (rule of law) human rights situation in Iraq
- Five training sessions for five civil society network NGOs on preparing/drafting independent and collective human rights reports for publication
- Six assessment visits to prisons and places of detention
- Six high-level meetings with the Ministry of Justice on rule of law and fair trial/due process

- Five training sessions on due process of law and fair trial for 100 people from Government/civil society actors on human rights

Expected accomplishments	Indicators of achievement
(e) Strengthened relief, recovery and reconstruction in Iraq	(e) (i) Number of capacity-development initiatives to guide and coordinate the implementation of programmes under the National Development Plan 2010-2014 *Performance measures* Actual 2009: Not applicable Estimate 2010: National Development Plan launched and specific capacity-development initiatives identified for implementation in 2011 once the Government is formed Target 2011: 10 capacity-development initiatives in the context of the United Nations Development Assistance Framework 2011-2014 (ii) Increased number of joint programmes with the United Nations country team and the Government of Iraq for harmonized and integrated delivery of essential services and reform of State institutions *Performance measures* Actual 2009: 27 Estimate 2010: 30 Target 2011: 7 (iii) Number of relief projects supported under the Emergency Response Fund *Performance measures* Actual 2009: 43 Estimate 2010: 63 Target 2011: 20 (iv) Number of joint initiatives by the Government of Iraq, United Nations and NGOs to strengthen and secure the safety, protection, health, well-being, economic security, political participation, inclusion and empowerment of women and girls

Performance measures

Actual 2009: 10

Estimate 2010: 15

Target 2011: 7

Outputs

- Four experts provided to the Ministry of Planning and Development Cooperation to guide the implementation of the National Development Plan 2010-2014
- Five capacity-building training sessions for a total of 100 Government/ministry staff on effective planning and implementation of programmes on improved delivery of essential services and policy reform
- Organization of 10 Iraq partners forum meetings to promote funding of humanitarian, reconstruction, development and peacebuilding interventions
- Annual and biannual production of evidence information, including maps, fact sheets and profiles at national and governorate levels, prepared and disseminated to donors, national and international stakeholders and Iraqi authorities to guide programming
- Twelve information-sharing sessions and advocacy initiatives for the Government of Iraq, NGOs and United Nations agencies to raise awareness of issues concerning women and girls, including protection, health, well-being, economic security, political participation, inclusion and empowerment
- Ten capacity-building sessions for Iraqi NGOs on improved access to funding for humanitarian interventions
- Strengthened joint advocacy and public information through 10 monthly meetings of the inter-agency advocacy group on Iraq, consisting of representatives of the United Nations, the United Nations country team and other donor agency representatives

External factors

29. The Mission is expected to achieve its objectives provided that (a) the government that emerges from the national election process in 2010 continues to garner support from a broad cross section of Iraqi society and groups; (b) the security situation remains sufficiently permissive to support the mobility and operations of United Nations entities in the country; (c) the main parties and interlocutors remain committed to the peace and national reconciliation process; (d) Iraqi interlocutors maintain their commitment to strengthening democracy, the rule of law and protection of human rights in Iraq; (e) there is a strong commitment to credible electoral processes based on the rule of law on the part of the executive, legislative and judiciary institutions of Iraq and close cooperation of these institutions with the Independent High Electoral Commission; (f) relationships between the branches of Government and the military, as well as of those entities with subnational and regional government entities, are maintained; (g) no natural disasters or deterioration in security occurs, which hinders the orderly voluntary return and reintegration of refugees and internally displaced persons to their places of origin; and (h) all stakeholders maintain their political and financial commitments to Iraq.

III. Resource requirements

30. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2011 are estimated at $207,729,000 net ($219,314,500 gross) as shown in tables 1 and 4. Tables 2 and 3 detail the staffing requirements. The report allows for a comparison between the total requirements for 2011 and the total requirements for 2010 as approved by the General Assembly in its resolution 64/245.

Table 1
Total resource requirements (net)
(Thousands of United States dollars)

	1 January-31 December 2010			*Requirements for 2011*			*Variance analysis 2010-2011*
	Appropriation	*Estimated expenditure*	*Variance savings (Deficit)*	*Total*	*Net*	*Non-recurrent*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)*	*(6)*	*(7)=(4)-(1)*
Military and police personnel costs	14 513.7	11 449.5	3 064.2	14 433.5	11 369.3	—	(80.2)
Civilian personnel costs	64 804.7	66 028.9	(1 224.2)	72 399.8	73 624.0	—	7 595.1
Operational costs	72 008.0	76 048.6	(4 040.6)	120 895.7	124 936.3	—	48 887.7
Total requirements	**151 326.4**	**153 527.0**	**(2 200.6)**	**207 729.0**	**209 929.6**	—	**56 402.6**

Table 2
Total staffing requirements

	Professional category and above									*General Service and related category*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officers*	*Local level*	***Total***
Approved 2010	1	2	3	8	20	71	87	24	**216**	241	—	**457**	97	497	**1 051**
Proposed 2011	1	2	2	9	24	75	84	23	**220**	290	—	**510**	124	501	**1 135**
Change	—	—	**(1)**	**1**	**4**	**4**	**(3)**	**(1)**	**4**	**49**	—	**53**	**27**	**4**	**84**

31. The total staffing establishment proposed for UNAMI for the period from 1 January to December 2011 amounts to 1,135 civilian personnel, comprising 510 international staff (220 Professional positions and 290 positions in the Field Service category) and 625 national staff (124 National Officer and 501 Local level staff), 16 Military Liaison Officers and 400 contingent personnel of the Guard Units.

32. A breakdown of the staffing establishment by location is provided in table 3 below.

Table 3
Staffing requirements by location

	Professional category and above									*General Service and related category*			*Local level*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Service*	*General Service*	***Total International***	*National Officer*	*Local level*	***Total***
Approved 2010															
Baghdad	1	1	3	6	16	38	36	13	**115**	139	—	**254**	49	185	**488**
Basra	—	—	—	—	—	3	4	1	**8**	—	—	**8**	8	21	**37**
Erbil	—	—	—	1	—	5	9	2	**17**	31	—	**48**	13	71	**132**
Kirkuk	—	—	—	—	1	3	4	1	**9**	—	—	**9**	6	16	**31**
Kuwait*	—	—	—	—	1	12	19	2	**33**	52	—	**85**	2	115	**202**
Tehran	—	—	—	1	—	1	—	—	**2**	—	—	**2**	1	1	**4**
Amman	—	1	—	—	2	7	8	2	**20**	19	—	**39**	12	78	**129**
Ramadi	—	—	—	—	—	1	3	1	**5**	—	—	**5**	3	4	**12**
Najaf	—	—	—	—	—	—	2	1	**3**	—	—	**3**	1	3	**7**
Mosul	—	—	—	—	—	1	2	1	**4**	—	—	**4**	2	3	**9**
Total 2010	**1**	**2**	**3**	**8**	**20**	**71**	**87**	**24**	**216**	**241**	—	**457**	**97**	**497**	**1 051**
Proposed 2011															
Baghdad*	1	2	2	8	17	44	38	15	**127**	173	—	**300**	56	189	**545**
Basra	—	—	—	—	1	3	6	1	**11**	6	—	**17**	8	21	**46**
Erbil	—	—	—	—	1	6	9	1	**17**	31	—	**48**	20	73	**141**
Kirkuk	—	—	—	—	1	3	6	1	**11**	6	—	**17**	10	17	**44**
Kuwait	—	—	—	—	1	9	13	2	**25**	57	—	**82**	3	123	**208**
Tehran	—	—	—	1	—	1	—	—	**2**	—	—	**2**	1	1	**4**
Amman	—	—	—	—	3	8	8	1	**20**	17	—	**37**	16	71	**124**
Ramadi	—	—	—	—	—	—	—	—	**0**	—	—	**0**	3	1	**4**
Najaf	—	—	—	—	—	—	2	1	**3**	—	—	**3**	3	3	**9**
Mosul	—	—	—	—	—	1	2	1	**4**	—	—	**4**	4	2	**10**
Total 2011	**1**	**2**	**2**	**9**	**24**	**75**	**84**	**23**	**220**	**290**	—	**510**	**124**	**501**	**1 135**
Change	**0**	**0**	**(1)**	**1**	**4**	**4**	**(3)**	**(1)**	**4**	**49**	—	**53**	**27**	**4**	**84**

* Inclusive of positions in New York.

33. Changes in the staffing establishment for individual substantive and administrative offices compared to 2010 are described below.

A. Office of the Special Representative of the Secretary-General

International staff: *Creation of 2 positions (1 D-1 and 1 P-4)*

Inward redeployment of 1 P-3 from the Office of Electoral Assistance

National staff: *No changes*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	1	—	—	1	—	3	2	—	**7**	3	—	**10**	5	2	—	**17**
Proposed 2011	1	—	—	2	—	4	3	—	**10**	3	—	**13**	5	2	—	**20**
Change	—	—	—	**1**	—	**1**	**1**	—	**3**	—	—	**3**	—	—	—	**3**

34. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is the head of the Mission and undertakes the mandate vested in the Mission by the Security Council in resolutions 1483 (2003), 1500 (2003), 1511 (2003), 1546 (2004), 1557 (2004), 1770 (2007). The mandate of the Mission has been extended by the Security Council through resolution 1830 (2008) until 7 August 2009, resolution 1883 (2009) until 7 August 2010 and resolution 1936 (2010) until 31 July 2011. The Special Representative of the Secretary-General is the United Nations Designated Official for Security.

35. For 2011, the immediate Office of the Special Representative of the Secretary-General, located in Baghdad, will comprise two Special Assistants to the Special Representative (P-4), one Personal Assistant (Field Service) and two Administrative Assistants (one Field Service and one Local level). Reporting directly to the Special Representative and included in the staffing structure of the Office are the Principal Security Adviser (D-1) and the Economic Affairs Adviser (D-1).

36. The Translation Unit of the Office will be headed by one Translator (P-4) supported by seven Translators (2 P-3 and 5 National Officer). Under the auspices of the Office of the Special Representative is the Office of the Resident Auditor in Kuwait, comprising one Resident Auditor (P-4), one Auditor (P-3), one Administrative Assistant (Field Service) and one Accounting Assistant (Local level).

37. Reporting directly to the Special Representative of the Secretary-General are the Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights (the Deputy Special Representative for Political Affairs) and the Deputy Special Representative of the Secretary-General and Resident/Humanitarian Coordinator for Iraq (the Deputy Special Representative for Development and Humanitarian Support), both at the Assistant Secretary-General level, the Chief of Staff (D-2), the Chief of the Human Rights Office (D-1), the Chief of the Public Information Office and Spokesperson (D-1), the Chief of Mission Support (D-1) and the Principal Security Adviser (D-1). These positions are not included in the immediate Office of the Special Representative of the Secretary-General.

Staffing changes

38. In order to achieve the staffing structure reflected above, the following changes are proposed.

39. As Iraq transits to a more stable security environment, rapid economic development is now seen as one of the crucial levers to move the country further to stability. Economic development is crucial to underpinning and securing gains in security and greater social cohesion. As a result, and as required by the Mission mandate in relation to assisting Iraq develop economically, there is a need for a high-level economic adviser to assist the Mission channel efforts towards this goal. Therefore, one Economic Affairs Adviser position (D-1) is proposed to be created, to assist the Mission by providing strategic economic guidance and advice to the Special Representative of the Secretary-General in dealing with the Prime Minister, President and other senior Government officials, as well as assisting in coordinating the response of the United Nations system operating in Iraq with respect to economic issues.

40. One Special Assistant position (P-4) is proposed to be created to enhance the capacity of the Office of the Special Representative of the Secretary-General in light of the significantly increased engagement of the Special Representative in political and development affairs.

41. One Translator position (P-3) is proposed to be redeployed from the Office of Electoral Assistance to provide additional support to the senior management of the Mission, given the increasing engagement with a significantly expanding spectrum of Government of Iraq counterparts.

Office of the Chief of Staff

International staff: *Creation of 3 positions (P-5)*

One downward reclassification (D-1 to P-5)

National staff: *Creation of 5 positions (1 National Officer and 4 Local level)*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	1	1	4	4	1	—	**11**	1	—	**12**	2	4	—	**18**
Proposed 2011	—	—	1	—	8	4	1	—	**14**	1	—	**15**	3	8	—	**26**
Change	—	—	—	**(1)**	**4**	—	—	—	**3**	—	—	**3**	**1**	**4**	—	**8**

42. The Office of the Chief of Staff acts as the executive office of the Special Representative of the Secretary-General, overseeing the coordination of all the Mission components and resources to ensure the effective implementation of the mandate. The activities of the substantive sections of UNAMI are coordinated by a Chief of Staff (D-2). The Chief of Staff advises the Special Representative and the two Deputy Special Representatives, effectively coordinating the activities of various units. The Chief of Staff is also one of the three Deputy Designated Officials for security.

43. For 2011, the Chief of Staff will be supported by one Programme Officer (P-4), and one Personal Assistant (Field Service) in Baghdad. Reporting directly to the Chief of Staff in Baghdad will be the Head of the Planning and Coordination Unit (P-5), the Heads of the Area Offices in Erbil (P-5), Kirkuk (P-5), Basra (P-5) and Amman (P-5), the Senior Legal Adviser (P-5), and the Gender Adviser (P-4). The Conduct and Discipline Officer (P-5) supports the Chief of Staff. The Heads of the Area Offices in Erbil, Kirkuk and Basra will each be supported by one Administrative Assistant (Local level).

44. The Planning and Coordination Unit (PCU) will be supported by two Planning and Coordination Officers (1 P-4 and 1 P-3), two Planning and Coordination Officers (National Officer) and two Administrative Assistants (Local level).

45. The Senior Legal Adviser will be supported by two Legal Affairs Officers (1 P-4 and 1 National Officer), two Legal Assistants (Local level) and one Language Assistant (Local level).

46. A total of sixteen military advisers facilitate the implementation of UNAMI operations by liaising/coordinating with the United States Forces in Iraq, the Iraqi security forces and other concerned entities.

47. In addition four civilian police advisers will be required, sourced from the contributions of Member States. The new officers will support increased engagement with the Iraqi police and Ministry of Interior as the United Nations expands its programme of cooperation and partnership with the Iraqi security forces to facilitate the full transfer of the security of the United Nations to host nation support. One Senior Police Adviser (P-5) will provide guidance and coordination of the activities of the Police Advisory Unit.

Staffing changes

48. In order to achieve the staffing structure reflected above, the following changes are proposed.

49. One Head of Office position (P-5) is proposed to be created in Basra, to ensure that the independent, expanded regional office to be established in 2011 is led at the appropriate level to ensure effective engagement with local Government of Iraq counterparts. One Administrative Assistant position (Local level) is proposed to be created to support the Head of Office.

50. One position of Head of Office (P-5) is proposed to be created in Amman to oversee day-to-day management of the office, and to improve the coordination of programme and support activities to ensure integration of these activities with the Iraq offices.

51. As the Government of Iraq continues to take greater control of the domestic security situation with the drawdown of United States Forces in Iraq, responsibility for the provision of security to UNAMI is rapidly changing from United States Forces to the Ministry of the Interior. This department controls the Iraqi national and federal police forces. Currently "red zone" moves by United Nations staff are supported by the Baghdad Brigade of the Iraqi army; however, this responsibility will soon transition to the Iraqi federal police. Recently an Iraqi police officer has been attached to UNAMI to assist with this transition. As such, one position of Senior Police Adviser (P-5) is required to provide technical expertise and advice to the Special

Representative of the Secretary-General and to Iraqi police institutions on all aspects of civilian policing, to manage the police advisers, and to establish and maintain relations with the Ministry of the Interior regarding security and policing matters.

52. One Planning and Coordination Officer (National Officer) position and one Administrative Assistant (Local level) position are required to assist the Head of the Planning and Coordination Unit to undertake liaison with the Iraqi Government authorities and to provide administrative and other support in relation to mission planning and coordination. This is particularly crucial given the transition period facing the Mission owing to the drawdown of United States Forces in Iraq, and will supplement the existing National Officer and Administrative Assistant in providing support on planning and coordination issues to ensure the successful delivery of Mission activities throughout the country.

53. It is proposed that two Administrative Assistant (Local level) positions be created to support the existing Heads of Office in Erbil and Kirkuk.

54. It is proposed that one Head of Office (D-1) position in Erbil be reclassified downward to the P-5 level, owing to the fact that some of the responsibilities hitherto attached to the Head of Office in Erbil have been transferred to the Head of Office in Kirkuk, who now shares responsibility for implementation of the Mission mandate in the northern regions of Iraq.

B. Substantive offices

Office of the Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights

International staff: *Creation of 1 position (P-4)*

National staff: *Creation of 1 position (National Officer)*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	1	—	1	—	2	—	—	**4**	1	—	**5**	2	2	—	**9**
Proposed 2011	—	1	—	1	—	3	—	—	**5**	1	—	**6**	3	2	—	**11**
Change	—	—	—	—	—	**1**	—	—	**1**	—	—	**1**	**1**	—	—	**2**

55. The Deputy Special Representative of the Secretary-General for Political Affairs leads the political and human rights pillar of UNAMI. She/he oversees the work of the Offices of Political and Constitutional Affairs, Electoral Assistance and Human Rights. The Deputy Special Representative is officer in charge in the absence of the Special Representative of the Secretary-General and is one of the three Deputy Designated Officials for security.

56. For 2011, the immediate Office of the Deputy Special Representative of the Secretary-General for Political Affairs, located in Baghdad, will comprise a Special Assistant (P-4), a Personal Assistant (Field Service) as well as one National Political Affairs Officer (National Officer) and one Administrative Assistant (Local level). One

Child Protection Adviser (P-4) and one National Child Protection Officer (National Officer) position will also be included in the staffing structure of the Office.

57. The Deputy Special Representative of the Secretary-General for Political Affairs will be supported by a Liaison Officer (D-1) based in Tehran, who in turn is supported by one Political Affairs Officer (P-4), one Translator (National Officer) and one Administrative Assistant (Local level) in Tehran.

Staffing changes

58. In order to achieve the staffing structure set out above, the following changes are proposed.

59. For the successful implementation of the monitoring and reporting mechanism on children and armed conflict pursuant to resolution 1612 (2005), it is crucial that UNAMI deploy one international Child Protection Adviser (P-4) to fulfil the requirements and provide the expected output. The Child Protection Adviser will report to the Special Representative of the Secretary-General through the Deputy Special Representative. The urgent need to address issues involving the protection of children affected by violence occurring in the context of an armed conflict compelled the Security Council to adopt resolution 1882 (2009), which calls for the deployment of Child Protection Advisers to all political missions.

60. One National Child Protection Officer position (National Officer) is proposed to be created to provide assistance to the Child Protection Adviser in carrying out of his/her duties, in particular liaison with the Government of Iraq, and other administrative support as required.

Office of Political and Constitutional Affairs

International staff: *No change*

National staff: *No change*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	1	1	4	14	9	2	**31**	1	—	**32**	28	17	—	**77**
Proposed 2011	—	—	1	1	4	14	9	2	**31**	1	—	**32**	28	17	—	**77**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

61. The Office of Political and Constitutional Affairs forms the backbone of the UNAMI political pillar. The Office provides critical operational and long-term strategic reporting and analysis to the Offices of the Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General for Political Affairs and to United Nations Headquarters. It liaises with political parties, official State institutions, the diplomatic community, civic organizations, academia and other concerned entities. The Office has a lead role in developing, organizing, engaging and following up on the various meetings of the Special Representative and the Deputy Special Representative for Political Affairs inside and outside Iraq.

These activities will continue to take place in a dynamic and complex political environment coupled with a volatile security situation. It is anticipated that the workload of the office throughout the country will further increase with the inauguration of a new Government, additional elections, highly political exercises related to the elections and the pursuit of several long-term activities aimed at addressing issues essential for long-lasting and peaceful national coexistence.

62. For 2011, the Office will be headed in Baghdad by a Director (D-2) who reports directly to the Deputy Special Representative for Political Affairs. The Director will be supported by one Chief Political Affairs Officer (D-1), four Senior Political Affairs Officers (P-5), eight Political Affairs Officers (6 P-4 and 2 P-3) and one Constitutional Affairs Officer (P-4) and two Associate Political Affairs Officers (P-2). In addition, three Administrative Assistants (Local level) and two Language Assistants (Local level) will support the Baghdad Office. A total of seven National Officers (three Constitutional Affairs Officers and four Political Affairs Officers) and eighteen national Governorate Liaison Officers (National Officer) will also support the Office.

63. In Erbil, the Office will be headed by one Political Affairs Officer (P-4) supported by two Constitutional Affairs Officers (P-3), one Administrative Assistant (Local level) and two Language Assistants (Local level).

64. In Basra, the Office will have one Political Affairs Officer (P-4), supported by one Political Affairs Officer (P-3), two Administrative Assistants (Local level) and one Language Assistant (Local level).

65. In Kirkuk, the Office will be headed by one Constitutional Affairs Officer (P-4), supported by three Political Affairs Officers (2 P-3 and 1 National Officer), one Administrative Assistant (Local level) and one Language Assistant (Local level).

66. In Mosul, the Office will be headed by one Political Affairs Officer (P-4), supported by one Political Affairs Officer (National Officer) and one Administrative Assistant (Local level).

67. In Najaf, the Office will be supported by one Political Affairs Officer (P-3), one Administrative Assistant (Local level) and one Language Assistant (Local level).

68. The Amman office will be staffed by two Political Affairs Officers (1 P-4 and 1 National Officer), one Administrative Assistant (Field Service) and one Language Assistant (Local level).

69. In New York, three Political Affairs Officers (2 P-4 and 1 P-3) will continue to provide ongoing political, operational and planning support to UNAMI.

Electoral Assistance Office

International staff:	*Downward reclassification of 1 D-2 to D-1 and 1 P-3 to Field Service*
	Outward redeployment of 1 P-3 to the Office of the Special Representative of the Secretary-General
National staff:	*Creation of 1 position (Local level)*
	Abolition of 1 position (National Officer)

	Professional category and above									General service and related category			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total	Field/ Security Service	General Service	Total international	National Officer	Local level	United Nations Volunteers	Grand total
Approved 2010	—	—	1	—	2	8	6	—	17	—	—	17	1	5	—	23
Proposed 2011	—	—	—	1	2	8	4	—	15	1	—	16	—	6	—	22
Change	—	—	(1)	1	—	—	(2)	—	(2)	1	—	(1)	(1)	1	—	(1)

70. In 2011, UNAMI electoral assistance will focus on continuing to ensure that the Independent High Electoral Commission is in a state of readiness to conduct technically sound electoral processes that are seen as credible and accepted by the Iraqi people. This is to be achieved through a streamlined Electoral Assistance Office that will provide continuing technical advice and support on a range of electoral issues. This includes giving advice on updating and restructuring the voter registry, in coordination with a scheduled nationwide census. The Electoral Assistance Office will also support the capacity development and institution-building of the Electoral Commission and, in collaboration with other UNAMI sections, other relevant Iraqi institutions for the conduct of electoral processes in a viable legal and operational environment.

71. While the electoral calendar for 2011 has not yet been determined, there are various electoral events which may be scheduled, and which will require the Electoral Commission to engage fully in operational activities with UNAMI advice and support. These include district and subdistrict elections, which by law should take place six months after the governorate council elections (conducted in early 2009). These elections are pending a determination of district borders and the creation of voter lists at district and subdistrict levels. Elections for the Kirkuk Governorate Council and the three Governorate Councils of the Kurdistan Region are also due. Furthermore, there may be referendums on amendments to the Iraqi constitution, the adoption of a constitution for the Kurdistan Region, the status of Kirkuk and other disputed areas, the formation of regions and other as yet unforeseen processes. In addition to the preparation of and conduct of such processes, each of these events may require comprehensive voter registration exercises or registration updates, which will draw significantly on the resources of the Electoral Commission, and which UNAMI should be ready to support.

72. With respect to the establishment of a legal and operational environment that is conducive to conducting sound electoral processes, the Electoral Assistance Office will provide advice and support to the Electoral Commission and other Iraqi institutions insofar as their activities impact on the implementation of elections. The UNAMI team will also promote close coordination between the Commission and other such institutions, drawing on critical lessons from elections conducted in 2009 and 2010. These could include the following: the Council of Representatives with its Legal Committee, the Ministries of the Interior, Defence, Education, Planning, Foreign Affairs, Health and Displacement and Migration, the Article 140 Committee, the Electoral Judicial Panel, the Accountability and Justice Commission, the Court of Cassation, the Supreme Court, the Independent Media Commission and Kurdistan regional institutions. The work of the Electoral Assistance Office with these institutions covers an array of complex and

interconnected issues including voter registration (including links to the census), lists for special voting and candidate vetting, provision of polling staff, security, monitoring of media campaigns, registration of internally displaced persons for absentee voting, out-of-country voting and legal processes related to appeals on electoral issues and certification of results.

73. In order to rationalize UNAMI electoral resources, certain Electoral Commission departments have been identified as central to a sustainable and credible electoral administration, or as requiring additional capacity support. The primary departments/areas of support will include legal advisory and complaints, operations, capacity-building, field coordination, logistics, voter registration, procedures and training, data entry centre (including IT/database), public outreach (including external relations and voter education), political entities, procurement and audit.

74. The proposed staffing table for 2011 includes the resources to continue supporting and assisting the Electoral Commission with operational preparations for the election events outlined above. It reflects a streamlining of resources in light of an as yet undetermined electoral calendar. These resources will enable UNAMI to offer a minimum level of support in maintaining the operational readiness of the Commission. Should the Commission be called upon to conduct a number of parallel electoral processes in 2011, additional resources may be required. The proposed staffing table also takes into account that in the past three years many of the key positions of the Electoral Assistance Office were hired through the Technical Assistance Project funded by the United Nations Development Group Iraq Trust Fund, which is currently available only until the end of 2010. For 2011, all staffing requirements for supporting the operational activities of the Commission are to be met from the UNAMI budget. In conjunction with UNAMI staff activities, a project of institutional development support to the Commission, funded by the Trust Fund, is expected to be implemented by UNDP and UNOPS. Activities funded under the project are to be implemented under the overall direction of the UNAMI Chief Electoral Adviser, and in close coordination with UNAMI electoral officers responsible for carrying out capacity-building. Technical advisers will consult key institutional departments within the Commission. Capacity-building will be mainstreamed into all advisory functions and coordinated through the Capacity-building Team. Technical as well as managerial capacity-building will continue to be promoted in all substantive areas of operation. Other UNAMI team members will also provide strong support in implementation of the project activities. Additional short-term consultants required to carry out or conduct special project activities will be financed by the project.

75. For 2011, the UNAMI Electoral Assistance Office will be headed by the Chief Electoral Adviser (D-1). The Chief Electoral Adviser is currently supported by two Senior Electoral Officers (P-5), 6 Electoral Officers (P-4), one IT Adviser (P-4), one External Relations Officer (P-4), three Electoral Officers (P-3), one Procurement Adviser (P-3), one Logistics Assistant (Field Service) and six Administrative Assistants (Local level). One Electoral Officer (P-4) in New York will continue to review plans and strategies, conduct analysis, and provide ongoing advice to the team in the Mission area.

Staffing changes

76. In order to realize the staffing structure reflected above and to better serve the new needs of the Mission, the following changes are proposed: creation of one Administrative Assistant (Local level); downward reclassification of the Chief Technical Adviser position from D-2 to D-1 and to be re-titled Chief Electoral Adviser; downward reclassification of one Logistics Officer position (P-3) to Logistics Assistant (Field Service); outward redeployment of one Translator (P-3) position to the Office of the Special Representative of the Secretary-General and abolition of one Electoral Officer position (National Officer).

77. Further, it is proposed that 11 existing positions be renamed to more accurately reflect established standard functional titles, although their substantive functions will remain the same. These include the following:

(a) One Complaints Officer (P-3) position to be renamed Electoral Officer (P-3);

(b) One Capacity-building Officer (P-3) position to be renamed Electoral Officer (P-3);

(c) One Operations Officer (P-3) position to be renamed Electoral Officer (P-3);

(d) One Electoral Operations Officer (P-4) position to be renamed Electoral Officer (P-4);

(e) One Logistics Officer (P-4) position to be renamed Electoral Officer (P-4);

(f) One Capacity-building Officer (P-4) position to be renamed Electoral Officer (P-4);

(g) One Electoral Procedures Officer (P-4) position to be renamed Electoral Officer (P-4);

(h) One Legal Adviser (P-4) position to be renamed Electoral Officer (P-4);

(i) One Cluster Manager (P-4) position in Amman to be renamed External Relations Officer (P-4) and redeployed to Baghdad;

(j) One Senior Electoral Affairs Officer (P-5) position to be renamed Senior Electoral Officer (P-5);

(k) One Chief Operations/Electoral Affairs (P-5) position to be renamed Senior Electoral Officer (P-5).

Human Rights Office

International staff: *No change*

National staff: *No change*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	1	2	6	7	—	**16**	1	—	**17**	17	13	—	**47**
Proposed 2011	—	—	—	1	2	6	7	—	**16**	1	—	**17**	17	13	—	**47**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

78. Promoting the protection of human rights, judicial and legal reform and supporting the development of the rule of law will remain at the core of the mandate of UNAMI and its Human Rights Office. The Human Rights Office will develop a realistic human rights strategy for 2011 aimed at supporting and strengthening an Iraqi-led and Iraqi-owned national human rights protection system, capable of addressing both current violations and past human rights abuses through the Independent Human Rights Commission, the judiciary, relevant ministries and civil society organizations. The Human Rights Office will continue to strengthen and expand its core monitoring and protection activities, while ensuring a more effective and continuous coverage nationwide. It will also continue to work with the United Nations country team on mainstreaming human rights within United Nations programmes and implementing human rights project-related activities. The Human Rights Office will enhance its ability to support key ministries (Human Rights, Interior, Justice, Defence, Labour and Social Affairs), the Higher Judicial Council and the Independent Human Rights Commission in upholding the rule of law and the treaty obligations of Iraq, as well as the relevant enabling national legislation. It will lobby for the implementation of the law establishing the Independent Human Rights Commission and will maintain close working relationships with the Human Rights Committee of the Council of Representatives and other relevant bodies.

79. In 2011, the Human Rights Office will seek to enhance its monitoring of the human rights situation in all parts of Iraq, addressing human rights deficits identified in its last reports covering the period 2009-2010 and the recommendations therein. There will be a particular focus on the situation of human rights in prisons and places of detention, of women, minorities and other vulnerable groups.

80. The Human Rights Office will continue to issue and publicize regular and ad hoc reports, and follow up its recommendations through advocacy and lobbying activities. It will also continue to provide advice on the human rights situation in Iraq to the Special Representative of the Secretary-General and the Deputy Special Representative for Political Affairs, in close cooperation with the Office of the United Nations High Commissioner for Human Rights (OHCHR) and United Nations mechanisms and special procedures in the field of human rights, as well as providing advice on effective institutional reform to enhance full respect for human rights.

81. In line with the UNAMI strategic vision the Human Rights Office has continued to operate in 2010 from its field presences in Basra, Kirkuk and Mosul, in addition to the consolidation of the existing presences in Baghdad, Erbil and Amman, thus securing continued staff presence and visibility nationwide. Due to the large United Nations country team presence in Amman and the development of the United Nations Development Assistance Framework, liaison with the country team representatives will be shared jointly between Amman and Baghdad, while participation in the relevant sector outcome teams will be done directly from Baghdad.

82. The Baghdad office will ensure regular coordination and liaison with Government ministries, the Council of Representatives and other State and judicial institutions in Baghdad as well as civil society groups, including non-governmental organizations.

83. For 2011, the Human Rights Office will be headed by a Chief of Human Rights (D-1) located in Baghdad. In addition to the Chief, the Baghdad office will

be staffed by two Senior Human Rights Officers (P-5), nine Human Rights Officers (2 P-4, 2 P-3 and 5 National Officer), one Personal Assistant (Field Service), one Database Assistant (Local level), two Language Assistants (Local level) and two Administrative Assistants (Local level).

84. The Amman office will be staffed by four Human Rights Officers (1 P-4 and 3 National Officer) and one Administrative Assistant (Local level).

85. The Erbil office will be headed by one Human Rights Officer (P-4), supported by seven Human Rights Officers (2 P-3 and 5 National Officer), two Language Assistants (Local level) and two Administrative Assistants (Local level).

86. The Basra office will be headed by one Human Rights Officer (P-4), supported by two Human Rights Officers (1 P-3 and 1 National Officer).

87. The Kirkuk office will be headed by one Human Rights Officer (P-4), supported by three Human Rights Officers (1 P-3 and 2 National Officer) and two Language Assistants (Local level).

88. The Mosul office will be headed by one Human Rights Officer (P-3), supported by one Human Rights Officer (National Officer) and one Language Assistant (Local level).

Office of the Deputy Special Representative of the Secretary-General and Resident/Humanitarian Coordinator for Iraq

International staff: *Creation of 1 position (P-3)*

Abolition of 1 position (P-2)

National staff: *Creation of 21 positions (National Officer)*

Abolition of 2 positions (Local level)

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	1	—	1	2	8	14	3	**29**	2	0	**31**	24	19	—	**74**
Proposed 2011	—	1	—	1	2	8	15	2	**29**	2	0	**31**	45	17	—	**93**
Change	—	—	—	—	—	—	1	(1)	—	—	—	—	21	(2)	—	**19**

89. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Support coordinates the United Nations country team response on development and humanitarian activities in Iraq, in close integration with UNAMI. The country team includes representatives of 20 agencies (16 resident and 4 non-resident), most of which have international representation in the country. The UNAMI Office of Development and Humanitarian Support supports UNAMI and country team coordination on development and humanitarian interventions in an integrated manner through positions in Iraq, as well as by continued support through the office in Amman, to accommodate the transitional process of moving United Nations operations gradually into Iraq. On the development front, the Office of Development and Humanitarian Support will support the coordination of initiatives,

bringing together the priority areas of the United Nations Development Assistance Framework with the overall integration priorities of the United Nations system in Iraq.

90. The year 2011 will see the accelerated implementation of the Government of Iraq's Five Year National Development Plan, complemented by the roll-out of the United Nations Development Assistance Framework and country programme documents of individual agencies. This will be further enhanced by a more visible and mobile UNAMI and United Nations country team presence which will be supported by the UNAMI Office of Development and Humanitarian Support inside Iraq. In 2010, there was a significant expansion of this Office and of country team staff in Iraq in Baghdad, Erbil, Basra and Kirkuk. While efforts in 2010 to establish a firm presence in Ramadi, Mosul and Najaf faced significant logistical and security challenges, it is expected that in 2011 further strengthening of the hubs and increased coverage of their impact areas will take place, in order to support the priorities of the Office of Development and Humanitarian Support and the United Nations Development Assistance Framework throughout the country.

91. The phasing out of the operations of the United Nations Office for the Coordination of Humanitarian Affairs in Iraq will require the integration of its information collection and coordination functions into the UNAMI Development and Humanitarian Support team Mission-wide, resulting in a significant increase in national staff capacity to maintain the current humanitarian information and coordination network across Iraq. This will require an additional 18 Humanitarian Affairs Officers (National Officer) positions, to ensure the continued functioning of the network across the governorates, as there will be a need to collect and verify data at the governorate level, coordinate humanitarian partners and monitor ongoing humanitarian assistance initiatives. These National Officers will work in conjunction with both the UNAMI Development and Humanitarian Support area coordinators deployed in United Nations offices across Iraq and the Information Analysis Unit. This will ensure the optimal implementation of the United Nations country team and UNAMI development and humanitarian support inside Iraq, in conjunction with ongoing UNAMI activities.

92. In Amman, the Office of the Deputy Special Representative for Development and Humanitarian Support will be supported by the Resident Coordinator's Office on operational and policy related matters vis-à-vis the combined UNAMI development and humanitarian support and country team workplan. Development and humanitarian support is also supported by the inter-agency Information and Analysis Unit (IAU), which provides services related to information gathering, analysis and management for UNAMI, and the country team, as well as the Government of Iraq.

93. Inside Iraq, the structural shifts proposed for 2011 in terms of strengthening the four key hubs will enable much closer engagement with the Government of Iraq, national partners, and the donor community, as new funding and programme implementation mechanisms are established. They will also enable the Office of the Deputy Special Representative to strategically place the new United Nations Development Assistance Framework within the National Development Plan (2010-14) and related planning processes. Similarly, the absorption of the National Officers from the Office for the Coordination of Humanitarian Affairs will strengthen the humanitarian pillar of the Office of the Special Representative with

local level monitoring and information collection that will enable a swift response in the most vulnerable areas.

94. For 2011, the composition of the Office of the Deputy Special Representative for Development and Humanitarian Support in Amman will remain unchanged, consisting of the Deputy Special Representative (ASG), one Senior Programme Officer (P-5), one Programme Officer (P-4), one Special Assistant (P-4), one Information Officer (P-2), one Personal Assistant (Field Service) and one Administrative Assistant (Local level).

95. The Resident Coordinator's Office will be supported by four Humanitarian Affairs Officers (National Officer). Additionally, the Deputy Special Representative, in his/her capacity as United Nations Resident/Humanitarian Coordinator, and as Chair of the Iraq Trust Fund Steering Committee, is supported by three Programme Officers (National Officer) and one Administrative Assistant (Local level).

96. The Information Analysis Unit will be supported by one Information Management Officer (P-4), one Humanitarian Affairs Officer (P-3), one Economic and Social Analyst (P-3), one Information Management Officer/Analyst (P-3), one Website Developer and Data Exchange Manager (P-3), one Information Management Assistant (Field Service), one Information Management Officer (National Officer), one Information Assistant (Local level), three Administrative Assistants (Local level) and one Language Assistant (Local level).

97. The Deputy Special Representative for Development and Humanitarian Support will be supported by one Chief Humanitarian Coordinator (D-1) in Baghdad. In addition, the office will be staffed by one Senior Programme Officer (P-5), three Programme Officers (1 P-4, 1 P-3 and 1 National Officer), seven Humanitarian Affairs Officers (1 P-4, 1 P-3 and 5 National Officer), one Associate Humanitarian Affairs Officer (P-2), one Administrative Assistant (Local level), one Programme Assistant (Local level) and one Language Assistant (Local level).

98. The Kirkuk hub will be supported by one Area Coordinator (P-4) and one Deputy Area Coordinator (P-3), one International Programme Officer (P-3) and one Administrative Assistant (Local level). In addition to the three existing Humanitarian Affairs Officers (National Officer), two further Humanitarian Affairs Officers (National Officer) positions are proposed to improve support for the Area Coordinator in the coordination of humanitarian activities in the Kirkuk and Salahadin Governorates.

99. The Erbil hub will continue to be headed by one Area Coordinator (P-4) supported by one Deputy Area Coordinator (P-3), one International Programme Officer (P-3), one Programme Officer (National Officer), three Liaison Officers (National Officer) and one Administrative Assistant (Local level). Six new Humanitarian Affairs Officers (National Officer) positions are proposed, to support the Area Coordinator in the coordination of humanitarian activities in the Erbil, Diyala, Nenewa, Kerbala, Suleimaniyah and Dahuk Governorates.

100. The Erbil hub will also oversee a sub-office in Mosul that will continue to be headed by one Area Coordinator (P-3), supported by one Liaison Officer (National Officer). One new Humanitarian Affairs Officer will support the Area Coordinator responsible for Mosul.

101. The Basra hub will be headed by an Area Coordinator (P-4), supported by one Deputy Area Coordinator (P-3), two International Programme Officers (P-3), one Programme Officer (National Officer), one Administrative Assistant (Local level), two Programme Assistants (Local level) and two Liaison Officers (National Officer) to undertake the coordination, monitoring and evaluation functions of the office. Seven additional Humanitarian Affairs Officers (National Officer) will support the Area Coordinator in the coordination of humanitarian activities in Basra, Muthanna, Sassit, Thi-Qar, Missan, Qadissiya and Babil.

102. The Najaf sub-office within the Basra hub will continue to support the coordination of the expanded United Nations presence and programmes in the south and consist of one Area Coordinator (P-3), one Humanitarian Affairs Officer (National Officer) and one Programme Assistant (Local level). One additional Humanitarian Affairs Officer (National Officer) will support the Area Coordinator in the coordination of humanitarian information collection, reporting and stakeholder engagement, and monitoring and collecting data on humanitarian events and programmes.

103. The Ramadi office will continue to be served by the existing Humanitarian Affairs Officer (National Officer), one additional Humanitarian Affairs Officer (National Officer) and one Programme Assistant (Local level), who will support the coordination of humanitarian information collection, reporting and stakeholder engagement, and monitor and collect data on humanitarian events and programmes.

Staff changes

104. In order to achieve the staffing structure reflected above, the following changes are proposed.

105. Information Analysis Unit: it is proposed that one Information Management Officer/Analyst (P-3) position and one Information Management Officer (National Officer) position be created, in order to improve the capacity of the unit to undertake analytical support work in relation to the United Nations Development Assistance Framework.

106. Office of the Resident Coordinator: it is proposed that two Programme Officer (National Officer) positions be created to support the implementation of the United Nations Development Assistance Framework. In addition, the abolition of two Administrative Assistant (Local level) positions is proposed due to the increasingly technical nature of the work related to the Framework.

107. Development and Humanitarian Support Erbil: it is proposed that six Humanitarian Affairs Officer (National Officer) positions be created, in order to support the Area Coordinator in the coordination of humanitarian information collection, reporting and stakeholder engagement, and to monitor and collect data on humanitarian events and programmes in Erbil, Diyala, Ninewa, Kerbala, Suleiymaniyah, and Dahuk. In addition, the abolition of one Associate Programme Officer (P-2) position is proposed, due to increased agency presence in Erbil.

108. Development and Humanitarian Support Basra: it is proposed that seven new Humanitarian Affairs (National Officer) positions be created in order to support the Area Coordinator in the coordination of humanitarian information collection, reporting and stakeholder engagement, and to monitor and collect data on

humanitarian events and programmes in Basra, Muthanna, Wassit, Thi-Qar, Missan, Qadissiya, and Babil.

109. Development and Humanitarian Support Kirkuk: it is proposed that two Humanitarian Affairs Officer (National Officer) positions be created in order to support the Area Coordinator in the coordination of humanitarian information collection, reporting and stakeholder engagement, and to monitor and collect data on humanitarian events and programmes in Kirkuk and Salahaddin.

110. UNAMI Development and Humanitarian Support Ramadi: it is proposed that one new Humanitarian Affairs (National Officer) position be created to support the coordination of humanitarian information collection, reporting and stakeholder engagement, and to monitor and collect data on humanitarian events.

111. Development and Humanitarian Support Najaf: it is proposed that one new Humanitarian Affairs Officer (National Officer) position be created to support the coordination of humanitarian information collection, reporting and stakeholder engagement, and to monitor and collect data on humanitarian events.

112. Development and Humanitarian Support Mosul: it is proposed that one Humanitarian Affairs Officer (National Officer) position be created to support the coordination of humanitarian information collection, reporting and stakeholder engagement.

Public Information Office

International staff: *Creation of 1 position (P-3)*

National staff: *Creation of 5 positions (4 National Officer and 1 Local level)*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	1	1	1	2	1	**6**	—	—	**6**	4	8	—	**18**
Proposed 2011	—	—	—	1	1	1	3	1	**7**	—	—	**7**	8	9	—	**24**
Change	—	—	—	—	—	—	**1**	—	**1**	—	—	**1**	**4**	**1**	—	**6**

113. In line with the overall strategic vision of the Mission, the Public Information Office supports the UNAMI mandate as set out in Security Council resolution 1770 (2007) calling for the expansion of the role of UNAMI in the country. This includes promotion of its role in, contribution to and impact on achieving national reconciliation in Iraq, such as resolution of internal boundary disputes; strengthening government institutions through constitutional reform and institutional capacity-building; engaging neighbouring countries in dialogue; promoting the protection of human rights; providing United Nations support for reconstruction and development; assisting vulnerable groups (including refugees and internally displaced persons), and assisting judicial and legal reforms, including taking Iraq to a position of electoral preparedness. Particular emphasis will be given to assisting in the development of an impartial, independent and objective national media capacity. As the overarching section of the Mission, the agenda of the Public

Information Office reflects the agenda of its substantive section counterparts and is closely coordinated with United Nations country team components.

114. The Public Information Office aims to provide a public understanding of the activities and mandate of UNAMI through design and implementation of a comprehensive programme of communication, dissemination and media relations, thereby committing itself to enhancing the image and standing of UNAMI. To reach its target audiences, which includes the Iraqi population and its media, Iraqi authorities, the international media, donor countries, and United Nations staff serving in Iraq and United Nations Headquarters, the Public Information Office will use its several vectors of communication, information and dissemination, including the office of the spokesperson, media relations, media monitoring, the Video/Photo Unit, the Outreach Unit, the Publications Unit, and the Website Unit.

115. For 2011, the Public Information Office will be headed by a Chief of Public Information/Spokesperson (D-1) and supported by a Deputy Chief of Public Information/Spokesperson (P-5), one Public Information Officer (P-4), who will head the Publications Unit, three Public Information Officers (1 P-3 and 2 National Officer), two Public Information Assistants (Local level), and one Language Assistant (Local level).

116. In Erbil, the office will be staffed by one Public Information Officer (P-3), supported by one Public Information Officer (National Officer), one Webmaster (National Officer), one Public Information Assistant (Local level), one Web Assistant (Local level) and one Language Assistant (Local level).

117. The Video and Photo Unit will be staffed by one Video Producer (P-3) and one Photographer (P-2).

118. The office in Amman will be staffed by one Public Information Officer (National Officer), one Webmaster (National Officer), and one Public Information Assistant (Local level).

119. In Kirkuk, one Public Information Officer (National Officer) and one Public Information Assistant (Local level) will support the UNAMI office and will be supervised by the Baghdad office.

120. In Basra, one Public Information Officer (National Officer) and one Public Information Assistant (Local level) will support the UNAMI office and will be supervised by the Baghdad office.

Staff changes

121. In order to achieve the staffing structure reflected above the following changes are proposed.

122. In line with the strategic vision of the Mission and as a result of the need to continue enhancing its visibility nationwide, as well as at the international level, including developing and implementing an integrated advocacy strategy between UNAMI and the United Nations country team across Iraq to deliver key messages on the role of the United Nations in Iraq, the Public Information Office proposes the changes set out below.

123. It is proposed that one Video Producer (P-3) position be created, as video production is a very effective tool for civic education in support of the objectives of

UNAMI, especially in a country where television is the most accessible and popular media outlet. In light of the expansion of the work of the United Nations following the signing of the Development Assistance Framework, video production would ensure a wider coverage of the work of UNAMI in Iraq, through direct dissemination to users and through the UNifeed multimedia website at United Nations Headquarters.

124. It is proposed that three Public Information Officer (National Officer), one Webmaster (National Officer) and one Public Information Assistant (Local level) positions be created to improve outreach across Iraq:

(a) One Public Information Officer (National Officer) to reinforce the office in Baghdad and support the Public Information Office in meeting the increased demand for media-related products, engagements and services;

(b) Given the complexity of the issues emanating from the region and the need for coordinating more effectively the outflow of information, one Webmaster (National Officer) in Erbil in charge of the graphic design of all electronic products in all three languages (Arabic, Kurdish and English and with a focus on minority languages), to work in coordination with the Amman-based Webmaster;

(c) One Public Information Officer (National Officer) to be based in Kirkuk, to help consolidate the role of the office in the political and development process and ensure the delivery of key messages concerning the role of the United Nations;

(d) One Public Information Officer (National Officer) in Basra and one Public Information Assistant (Local level) to provide increased outreach and to carry out public information tasks in support of the office, concerning key political and development engagement activities.

C. Security Section

International staff: *Creation of 37 positions (Field Service)*

National staff: *Abolition of 8 positions (Local level)*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand Total***
Approved 2010	—	—	—	—	1	7	15	16	**39**	109	—	**109**	12	130	—	**290**
Proposed 2011	—	—	—	—	1	7	15	16	**39**	146	—	**146**	12	122	—	**319**
Change	—	—	—	—	—	—	—	—	—	**37**	—	**37**	—	**(8)**	—	**29**

125. The safety and security of United Nations staff working for UNAMI and for the United Nations agencies, programmes and funds serving Iraq is managed on behalf of the Designated Official by the Chief Security Adviser of the Security Section Iraq (SSI). This coordinated and integrated approach enables the United Nations to operate in the extreme, insecure environment of Iraq at substantially reduced risk to United Nations staff, assets and programmes. Planning, development, coordination and implementation of the security measures required to

mitigate potential risks enable UNAMI to carry out its function in Iraq, and the Security Section continues to develop and enhance its structure to facilitate UNAMI activities. It is envisaged that the Section will need to become more self-reliant and substantial progress is being made towards the implementation of these plans, although the target staffing numbers have not been fully achieved, due to limitations in staff ceilings caused by the security environment. The effort to achieve greater self-reliance continues in tandem with recent Security Council resolution 1936 (2010). The security support provided by the United States Forces in Iraq for UNAMI will be withdrawn in 2011, so the Security Section will need to significantly increase its capacity, in order to replace that support. It is not expected that the security environment and the threats posed to UNAMI will change significantly in 2011.

126. The United Nations faces extraordinary security challenges in Iraq. The very high levels of risk demand that the Security Section build capabilities that include the provision of armed protection details, the design and creation of heavily fortified office and accommodation facilities, a continuous flow of security information and analysis, and the procurement of a variety of advanced technologies to disrupt, detect and mitigate the many threats in the operational theatre. It is anticipated that the current high levels of risk to United Nations activities in Iraq will continue over the course of 2011. In light of the expected withdrawal of support by United States Forces, the key objective of security staffing is to improve the self-reliance of the Security Section, to ensure effective and secure operations. The security environment in Iraq will increasingly demand that the Section works in cooperation with the Iraqi security forces (ISF).

127. The Security Section is a product of the United Nations integrated security system and consists of the following major components:

(a) Chief Security Adviser's Office;

(b) Operations Branch;

(c) Security Information and Analysis Unit (SIAU);

(d) Investigation Unit;

(e) Logistics and Administration Support Unit;

(f) Training and Force Protection Unit;

(g) Security Awareness Induction Training (SAIT);

(h) Seven Area Field Security Offices (Baghdad and Baghdad International Airport, Erbil, Basra, Kirkuk, Najaf, Ramadi and Mosul);

(i) Two offices outside Iraq (Amman and Kuwait).

128. The current structure is based on current operational needs and the evolving security environment, demanding a balanced regional presence. The core of the Security Section, including the Chief Security Adviser's office, the Operations Branch and the Security Information and Analysis Unit will continue to be based in Baghdad.

129. For 2011, the headquarters element of the Security Section will be headed by the Chief Security Adviser (P-5), supported by the Deputy Chief Security Adviser (P-4), one Security Officer (P-3), one Special Assistant (P-3), one Administrative Assistant (Field Service) and two Administrative Assistants (Local level).

130. The Operations Branch located in Baghdad is the operational hub of the Security Section and comprises three Units: Plans, Current Operations, and Personal Protection Units. It is headed by a Security Officer (P-4).

131. The Plans Unit of the Operations Branch will be headed by a Security Officer (P-3), supported by three Security Officers (1 P-3 and 2 Field Service), three Associate Security Officers (P-2) and two Personal Protection Officers (Field Service).

132. The Current Operations Unit of the Operations Branch will be headed by one Security Officer (P-4), supported by nine Security Officers (2 P-3 and 7 Field Service), one Associate Security Officer (P-2), one Fire Safety Officer (Field Service), two Personal Protection Officers (Field Service), eight Radio Operators (Local level), thirty-six Security Assistants (Local level) and two Administrative Assistants (Local level).

133. The Personal Protection Unit of the Operations Branch will be headed by one Security Officer (P-3), supported by sixty Personal Protection Officers (Field Service) and twenty Security Officers (Field Service).

134. The Security Information and Analysis Unit (SIAU) will be headed by one Security Information Officer (P-3), supported by three Associate Security Officers (P-2), eight Security Officers (5 Field Service and 3 National Officer), one Administrative Assistant (Local level) and three Security Assistants (Local level).

135. The Logistics and Administration Support U[illegible] it will consist of one Security Officer (P-4), supported by one Information Management Officer (P-3), one Security Officer (P-3), one Associate Information Officer (P-2), one Associate Security Officer (P-2), five Security Officers (4 Field Service and 1 National Officer), one Fire Safety Officer (Field Service), two Security Assistants (Local level) and one Information Management Assistant (Local level).

136. The Training and Force Protection Unit will be headed by a Security Officer (P-3), supported by three Security Assistants (1 Field Service and 2 Local level), and three Security Officers (2 Field Service and 1 National Officer).

137. Security Awareness Induction Training is the obligatory security training for all United Nations personnel entering Iraq. This course is currently outsourced to the International Organization for Migration (IOM); however, UNAMI is taking steps to take over this training in late 2011. During the transitional period the course will be managed by one Security Officer (P-3) with training and managerial experience, in Amman.

138. The Investigation Unit will comprise three Security Officers (2 Field Service and 1 National Officer).

139. There are Security and Safety Services offices and/or an Area Field Security Office and supporting security staff in Erbil, Basra, Amman, Kuwait, Kirkuk, Baghdad International Airport (BIAP), Ramadi, Najaf and Mosul. The details for each location are as follows:

(a) The Baghdad and Baghdad International Airport Area Field Security Office will be headed by one Security Officer (P-3), supported by one Associate Security Officer (P-2), four Personal Protection Officers (Field Service) and two Security Officers (Field Service);

(b) The Area Field Security Office in Erbil will be headed by a Security Officer (P-4), supported by one Associate Security Officer (P-2), six Security Officers (4 Field Service and 2 National Officer), six Radio Operators (Local level), thirteen Security Assistants (Local level) and two Administrative Assistants (Local level). The Erbil Personal Protection Team consists of seven Personal Protection Officers (Field Service) and eight Security Officers (Field Service);

(c) The Area Field Security Office in Kirkuk will be staffed by one Associate Security Officer (P-2), four Security Officers (Field Service) and two Security Assistants (Local level);

(d) The Area Field Security Office in Basra will be staffed by one Associate Security Officer (P-2), four Security Officers (Field Service), one Radio Operator (Local level) and two Security Assistants (Local level);

(e) The Area Field Security Office in Mosul is a footprint office and will be staffed by one Associate Security Officer (P-2);

(f) The Area Field Security Office in Najaf is a footprint office and will be staffed by one Associate Security Officer (P-2);

(g) The Area Field Security Office in Ramadi is a footprint office and will be staffed by one Associate Security Officer (P-2), who will be based in Baghdad and will support activities in Anbar/Ramadi, as United Nations teams will continue to travel to the area on a regular basis.

140. There are two offices located outside Iraq, which are supporting the security activities of UNAMI, being co-located with the respective UNAMI administrative headquarters in Amman and Kuwait. At the time of submitting this document the opening of an office in Iran is at the discussion phase:

(a) The Amman office will be headed by one Security Officer (P-4), supported by three Security Officers (1 P-3 and 2 National Officer), two Personal Protection Officers (Field Service), two Administrative Assistants (Local level), fifteen Security Assistants (Local level) and three Radio Operators (Local level);

(b) The Kuwait office will be headed by one Security Officer (P-3), supported by one Associate Security Officer (P-2), one Personal Protection Officer (Field Service), two Security Officers (National Officer), thirteen Security Assistants (Local level) and two Administrative Assistants (Local level).

141. UNAMI has a unique relationship with the United Nations Department of Safety and Security. The Mission is supported by one Field Security Coordination Officer (P-4) at the Department of Safety and Security in New York who is embedded in the "country desk" arrangement. This arrangement provides immediate and unhindered access to the Under-Secretary-General for Safety and Security, policy and doctrine specialists, the Department of Safety and Security Threat and Risk Unit, training specialists, and the other Department of Safety and Security regional desks.

142. In addition to the existing UNAMI positions, there are 12 security professionals appointed to UNAMI by the Under-Secretary-General for Safety and Security to advise the Designated Official and Security Management Team on their security functions and to administer the safety and security programme. These security professionals report to the Designated Official and also maintain a technical line of communication to the Department of Safety and Security. The 12 positions are funded through the regular budget of the Department of Safety and Security.

Staff changes

143. In order to meet the increased operational security needs of UNAMI, ensure its continued outreach with key stakeholders, increase its independence and realize the staffing structure reflected above, 37 additional international positions are required to enhance the capacity of the Security Section.

144. It is proposed that 25 Personal Protection Officer (Field Service) and twelve Security Officer (Field Service) positions be created as follows:

(a) Twenty-three Personal Protection Officers (Field Service) to be deployed with the Personal Protection Unit. The additional manpower will replace security services which will be withdrawn by United States Forces in Iraq;

(b) Two Personal Protection Officers (Field Service) to be deployed with the Office of the Area Field Security Officer, Baghdad and Baghdad International Airport. This is required due to the expansion of the office and the expanded use of UNAMI air assets;

(c) Four Security Officers (Field Service) to be deployed within the Current Operations Unit. Withdrawal of United States Forces in Iraq means that the Iraqi security services will need to track staff movements and respond to emergency situations on a round-the-clock basis;

(d) Four Security Officers (Field Service) to be deployed with the Office of the Area Field Security Officer, Basra. These additional appointments are required to ensure that premises security and operational security support is provided;

(e) Four Security Officers (Field Service) to be deployed with the Office of the Area Field Security Officer, Kirkuk. These additional appointments are required to ensure that premises security and operational security support is provided.

145. Due to streamlined activities and better utilization of human resources, it is proposed that eight national positions (Local level) be abolished.

146. It is proposed that the following positions be renamed, in line with the classifications and job descriptions contained in the official compendium:

(a) It is proposed to re-title the Security Officer (P-2) position in Erbil as Associate Security Officer (P-2);

(b) It is proposed to re-title the Security Officer (P-2) position in the Baghdad Operations Branch as Associate Security Officer (P-2).

D. Office of the Chief of Mission Support

International staff:	*Creation of 2 positions (1 P-4 and 1 Field Service)*
	Inward redeployment of 1 position (Field Service) from the Communications and Information Technology Section;
	Outward redeployment of 2 positions (1 P-4 and 1 Field Service) to the Chief Administrative Services
National staff:	*Creation of 1 position (Local level)*
	Inward redeployment of 1 position (National Officer) from the Engineering and Buildings Management Section

	Professional category and above									General Service and related category			National staff			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	1	1	4	4	0	**10**	4	—	**14**	0	5	—	**19**
Proposed 2011	—	—	—	1	1	4	4	0	**10**	5	—	**15**	1	6	—	**22**
Change	—	—	—	—	—	—	—	—	—	**1**	—	**1**	**1**	**1**	—	**3**

147. Mission Support provides administrative and logistical support to the operation of the Mission and the work of staff members and troops. The Chief of Mission Support (D-1) is tasked with managing the human and financial resources approved by the General Assembly to ensure the Mission achieves its mandate as outlined by the Security Council. She/he is also responsible for the implementation of the United Nations integrated headquarters project in Baghdad. As the lead person in the administration, the Chief of Mission Support advises the Special Representative of the Secretary-General on various administrative issues and implements administrative policies and procedures, as well as the necessary internal controls. The Chief of Mission Support is also responsible for ensuring that the Mission achieve its goal of self-reliance after the withdrawal of United States Forces support. The Chief, Administrative Services, Chief, Technical Services, Chief Medical Officer and Senior Project Officer report directly to the Chief of Mission Support, as do the Chief Budget Officer and the Administrative Officers in Amman, Baghdad, Baghdad International Airport, Erbil, Basra and Kirkuk.

148. In Baghdad, the Office of the Chief of Mission Support provides overall leadership to ensure the Mission runs its operations across four different countries in a cohesive, efficient and effective manner. It ensures the substantive component receives the excellent support that will enable the Mission to achieve the objectives mandated by the Security Council. The Office also liaises with various stakeholders, such as the United States Forces, the host country Government, the United Nations system and other agencies and NGOs. The Office will be supported by one Administrative Officer (P-4) and two Administrative Assistants (Field Service). In addition, the Senior Project Officer (P-5) is in charge of overseeing the construction of the United Nations integrated headquarters in Baghdad, reporting directly to the Chief of Mission Support. The Senior Project Officer will be supported by one Engineer (National Officer) and one Administrative Assistant (Local level).

149. The Chief of Mission Support is represented in each regional office by one Administrative Officer. The following outlines the structure of the Mission Support representing the Chief of Mission Support in the regional offices:

(a) Amman: one Administrative Officer (P-4) and one Administrative Assistant (Local level);

(b) Basra: one Administrative Officer (P-3), one Administrative Assistant (Field Service) and one Administrative Assistant (Local level);

(c) Erbil: one Administrative Officer (P-4) and two Administrative Assistants (Local level);

(d) Kirkuk: one Administrative Officer (P-3), one Administrative Assistant (Field Service), one Administrative Assistant (Local level).

150. The Baghdad International Airport office acts as a transit point for staff members and troops arriving in/leaving Iraq. It houses primarily the MovCon (movement control) and air operations elements of the Mission, as well as the aircraft crews. A limited number of United Nations Guard Units will also be present to provide protection to the compound. At the airport, one Administrative Officer (P-3) will report directly to the Chief of Mission Support and ensure the compound is managed in an effective and efficient fashion.

151. In Kuwait, the Budget and Trust Fund Unit is responsible for implementing budgetary and trust fund policies and procedures, monitoring implementation of the approved budget and trust fund and preparing various reports and the Mission's budget for submission to the legislative bodies. Reporting directly to the Chief of Mission Support, it will be headed by the Chief Budget Officer (P-4), and will be supported by two Budget Officers (1 P-3 and 1 Field Service).

Staffing changes

152. In order to achieve the staffing structure reflected above, the following changes are proposed.

153. As the Mission is undertaking an important project of headquarters construction, the Office of the Chief of Mission Support will be required to devote substantial attention to ensuring completion of this task. It is necessary to streamline this office and ensure a focused approach to managing the construction project. Therefore, it is proposed that one Chief Contracts Officer (P-4) and one Contract Management Assistant (Field Service) be redeployed from the office of the Chief of Mission Support to the office of the Chief of Administrative Services, in order to allow the Chief of Mission Support to concentrate on overall strategic resource management as well as the headquarters, Kirkuk and Basra construction projects.

154. Over the years, the Erbil office has assumed greater importance as the Mission hub for managing issues in northern Iraq and both staffing and the size of the compound have increased. The Erbil office houses not only the Mission staff members, but also a substantial number of agency staff members and is managed by a Head of Office at the P-5 level. With the proposed consolidation of the Mosul office, the number of staff based in Erbil will increase and will be deployed more frequently to adjacent cities requiring Mission attention. Consequently, this will add to the administrative and logistical workloads. Commensurate with increased responsibility, it is proposed to reclassify the position of Erbil Administrative Officer from P-3 level to P-4 level. It is proposed that one Administrative Officer (P-4) position be created in 2011 and the existing P-3 position be redeployed to Baghdad International Airport (see below).

155. The Baghdad International Airport office functions as the entry/exit point for Baghdad-based staff members and troops. Previously, the Mission relied on United States Forces support but has since constructed an integrated office and residential compound and assumed responsibilities which did not previously exist, such as provision of utilities, laundry services, cleaning services and various compound maintenance issues. By the end of 2010, the Mission will have completed the second storey of the main building. The number of occupants will increase with the arrival

of two helicopter crews, who will be based at the airport. The increase in flight frequency also means that fixed-wing aircraft crews occasionally stay overnight at the airport. Moreover, the Mission expects to have 40 additional troops stationed there permanently to safeguard the compound. Commensurate with these increased responsibilities, it is essential to have a full-time dedicated Administrative Officer to oversee the day-to-day management of the compound. Therefore, it is proposed that one Administrative Officer (P-3) position be created at the airport through redeployment of a similar position from Erbil (see above).

156. With the withdrawal of United States Forces and as part of its overall strategy to be self-reliant, the Mission has proposed the establishment of an independent office and residential compound in Basra, which will house 30 UNAMI and 30 international agency staff, as well as 50 troops. An additional 120 national staff members will also be part of the office strength. In order to meet the requirement of managing the administrative issues at the Basra compound, it is essential to increase the Mission support component to oversee the day-to-day administration of the compound. Therefore, it is proposed that one Administrative Assistant (Field Service) position be created to provide crucial assistance to the Administrative Officer.

157. The Mission will also construct an office and residential compound in Kirkuk with a similar quota of staff and troops as the Basra office. As discussed above, the structure will require one Administrative Officer at P-3 level and two Administrative Assistants (one Field Service and one Local level). Currently, the Kirkuk office has no Administrative Assistant (Field Service) position. The Mission therefore proposes that one additional Administrative Assistant (Field Service) position be created in Kirkuk to provide assistance to the Administrative Officer. This will be achieved through redeployment of the Administrative Assistant position in the Baghdad Communications and Information Technology (IT) Section to the Kirkuk office.

158. The headquarters construction office will undertake substantial responsibility for overseeing the construction of the United Nations integrated headquarters. To assist the Senior Project Officer, one Engineer (National Officer) position will be redeployed from the Engineering Section of the Amman office. In addition to being a resident engineer, she/he will be responsible for monitoring the architectural consultancy firm responsible for the administration of the construction phase and the contractors on a daily basis.

159. In light of the workload of both the Senior Project Officer and the Engineer in administering the construction of the Mission headquarters, it is proposed that one new Administrative Assistant (Local level) position be created. In addition to the normal supporting role, this person will be responsible for maintaining accurate and efficient records, archives and various technical and other important documents related to the headquarters construction office. This position, along with those of the Senior Project Officer and Engineer above, will be linked directly to construction of the headquarters compound and will be limited to the timeline for the construction and fitting out of the compound.

160. In order to be compatible with actual functions, it is proposed that the following positions be re-titled:

(a) Budget Assistant (Field Service) to Budget Officer (Field Service);

(b) Review and Analysis Assistant (Field Service) to Administrative Assistant (Field Service).

Office of the Chief Administrative Services

International staff: *Inward redeployment of 2 positions (1 P-4 and 1 Field Service) from the Office of the Chief of Mission Support*

National staff: *Creation of 2 positions (1 National Officer and 1 Local level)*

	Professional category and above									General Service and related category			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total	Field/ Security Service	General Service	Total international	National Officer	Local level	United Nations Volunteers	Grand total
Approved 2010	—	—	—	—	1	—	—	—	1	2	—	3	—	1	—	4
Proposed 2011	—	—	—	—	1	1	—	—	2	3	—	5	1	2	—	8
Change	—	—	—	—	—	1	—	—	1	1	—	2	1	1	—	4

161. The Office of the Chief Administrative Services coordinates with the Office of the Chief Technical Services and all section chiefs for the implementation of Mission support plans. The Chief Administrative Services is also responsible for follow-up on the implementation of Administrative Services Section work programmes and coordinates the implementation of audit recommendations. Reporting to the Chief of Mission Support, the Chief Administrative Services (P-5) oversees the functions of the Human Resources, Finance, Procurement and General Service sections.

162. In Kuwait, the Chief Administrative Services will be supported by one Administrative Officer (Field Service), one Liaison Officer (National Officer), two Administrative Assistants (1 Field Service and 1 Local level) and one Liaison Assistant (Local level).

163. The Contracts Management Unit based in Baghdad will be headed by a Chief Contracts Officer (P-4) assisted by one Contracts Management Assistant (Field Service).

Staffing changes

164. In order to achieve the staffing structure reflected above, the following changes are proposed.

165. It is proposed that one Chief Contracts Officer (P-4) and one Contract Management Assistant (Field Service) be redeployed from the office of the Chief of Mission Support to the office of the Chief Administrative Services in order to allow the Chief of Mission Support to concentrate on overall strategic resource management, construction projects (Baghdad headquarters, Kirkuk and Basra) and mission support functions.

166. The Humanitarian Operations Centre was created by the Government of Kuwait in 2003 and its main responsibility was to facilitate various clearances from different ministries required by UNAMI to provide support to operations in Iraq. Due to its closure, the Mission has been deprived of this important liaison channel with the Government of Kuwait. Consequently, many critical functions have experienced significant delays and difficulties.

167. Moreover, the Mission has been actively engaged in the Iraq-Kuwait dialogue in order to resolve various bilateral issues. In Iraq, the Mission has the full administrative support of the Baghdad office to liaise with the Iraqi Ministry of Foreign Affairs. Such a resource is currently lacking in Kuwait, yet the Mission foresees active engagement in high-level discussions in 2011 and beyond. Hence, it is imperative to have a unit dedicated to dealing with high-level officials. It is therefore proposed that a liaison unit be created to address the needs described above. The proposed unit will require two new positions, one Liaison Officer (National Officer) and one Liaison Assistant (Local level).

Human Resources Section

International staff: *Creation of 1 position (Field Service)*

Outward redeployment of 3 positions (1 P-3, 2 Field Service) to the Training Section

National staff: *Creation of 2 Local level positions (new)*

Outward redeployment of 3 positions (Local level) to the Training Section

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	3	—	**4**	10	—	**14**	—	19	—	**33**
Proposed 2011	—	—	—	—	—	1	2	—	**3**	9	—	**12**	—	18	—	**30**
Change	—	—	—	—	—	—	**(1)**	—	**(1)**	**(1)**	—	**(2)**	—	**(1)**	—	**(3)**

168. The Human Resources Section will be responsible for the integrated human resources management services of the Mission, including recruitment, placement, and administration. This also includes the recent full delegation of authority for recruitment, selection and appointment of and responsibility for internationally recruited staff members; additional delegation of authority for human resources management and previously delegated authority for recruitment and administration of national staff, including National Professional Officers; hiring of international consultants and individual contractors; management of the staffing table through the Nucleus system; and the implementation, management and monitoring of the Human Resources Action Plan for the Mission.

169. The Chief of the Human Resources Section (P-4), located in Kuwait, will be supported by one Human Resources Assistant (Local level).

170. The Database and Archives Unit will be staffed by three Human Resources Assistants (1 Field Service and 2 Local level).

171. The International Human Resources Unit will be headed by a Human Resources Officer (P-3) and supported by three Human Resources Assistants (2 Field Service and 1 Local level).

172. The National Staff Unit will be headed by one Human Resources Officer (Field Service), supported by four Human Resources Assistants (1 Field Service and 3 Local level).

173. The Attendance Unit will be headed by one Human Resources Assistant (Field Service) supported by four Human Resources Assistants (Local level).

174. The Recruitment Unit of the Human Resources Section based in Kuwait will be headed by one Human Resource Officer (P-3) supported by four Human Resources Assistants (2 Field Service and 2 Local level).

175. The Baghdad Human Resources Office will be headed by one Human Resources Assistant (Field Service) supported by two Human Resources Assistants (Local level).

176. The Amman Human Resources Office will be supported by two Human Resources Assistants (Local level).

177. The Erbil Human Resources Office is supported by one Human Resources Assistant (Local level).

Staffing changes

178. Due to an increased workload in the Human Resources Section from increased staffing levels and lower vacancies, there is a need for the Chief of Human Resources to concentrate on the human resources functions, which have grown more complex and varied as a result of the reform and transitioning to the new information system (Inspira).

179. In conjunction with this, the training needs of the Mission have also grown sizeably due to the number of staff spread across four countries and additional troops, who must be properly inducted and trained in accordance with United Nations policy. There is an increased requirement to deliver more internal training (such as competency performance management, competency interviewing, client orientation, MS Office, project management, communication skills among others) in all Mission locations.

180. There is a need to develop new customized training on specific subjects targeting identified staff categories in areas such as team-building, conflict resolution, negotiation skills and cross-cultural communication, among other topics which have never been offered by the Mission. In addition, there are requirements to deliver on new training issues such as gender and HIV/AIDS. This will require a focused approach and more high-level responsibility to coordinate with senior Mission management.

181. It is therefore proposed that the Training Unit be separated from the Human Resources Section and upgraded to a separate section. It is proposed that the following positions currently located in the Human Resources Section be redeployed to the newly created training section: one Training Officer (P-3), one Training Coordinator (Field Service) and four Training Assistants (1 Field Service and 3 Local level).

182. The Mission has received full delegation of authority for the recruitment, selection, and appointment functions, which were not previously carried out by the Mission. This will make it possible to reduce the vacancy level and expedite the

recruitment process. After a thorough review of all available functions, the following additional positions are required in the Section:

(a) Two new Human Resources Assistants (1 Field Service and 1 Local level) in the Recruitment Unit;

(b) One Human Resources Assistant (Local level) in the Attendance Unit.

Training Section

International staff: *Inward redeployment of 2 positions (Field Service) from the Human Resources Section*

Inward redeployment of 1 position (P-3) from the Human Resources Section and upward reclassification of P-3 to P-4

National staff: *Inward redeployment of 3 positions (Local level) from the Human Resources Section*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2011	—	—	—	—	—	1	—	—	**1**	2	—	**3**	—	3	—	**6**
Changes	—	—	—	—	—	**1**	—	—	**1**	**2**	—	**3**	—	**3**	—	**6**

183. The Training and Capacity-building Section based in Amman is responsible for implementing the Secretary-General's learning and development policy by developing programmes and training opportunities to address the professional development needs and career growth of UNAMI staff members, as well as enhance their skills, knowledge and competencies in order to support the Mission in fulfilling its mandate. The section also administers induction courses for newly arrived staff members and United Nations Guard Units, as well as teaching languages.

184. The Chief Training Officer (P-4) located in Amman will be supported by one Training Coordinator (Field Service) and two Training Assistants (1 Field Service and 1 Local level).

185. The training offices in Baghdad and Kuwait are supported by one Training Assistant (Local level) each.

Staffing changes

186. Due to the upgrade of the Training Unit to a training section, it is proposed to redeploy the following positions from the Human Resources Section: one Training Coordinator (Field Service), four Training Assistants (1 Field Service and 3 Local level).

187. Based on the increasing requirement for Mission-wide training provision, processing of external training requirements and coordination with all units within the substantive and service sections, and in view of the upgrade of the Training Unit to a section, the increase in the workload and the added responsibility of supervising

a section, it is proposed that one Chief Training Officer (P-4) position be created, which will be achieved through the inward redeployment of the existing Training Officer (P-3) position from the Human Resources Section and its reclassification to the P-4 level.

Finance Section

International staff: *Inward redeployment of 1 position (Field Service) from the Medical Services Section*

National staff: *No change*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	2	—	**3**	6	—	**9**	—	13	—	**22**
Proposed 2011	—	—	—	—	—	1	2	—	**3**	7	—	**10**	—	13	—	**23**
Changes	—	—	—	—	—	—	—	—	—	**1**	—	**1**	—	—	—	**1**

188. The Finance Section manages the overall financial activities of the Mission and ensures compliance with the United Nations Financial Regulations and Rules. It also reviews and monitors imprest activities to ensure that imprest/petty cash funds are utilized for the purposes for which they were created. The Finance Section ensures accurate and complete accounting, reporting and internal financial controls; reconciles bank accounts against ledger accounts; exercises delegated authority from the Assistant Secretary-General, Controller, to approve and disburse Mission payments in the timely settlement of vendors' invoices; settles staff members' travel claims; and prepares national and international staff payroll.

189. The Chief Finance Officer (P-4) located in Kuwait is the head of the section and provides advice and support to the Chief of Administrative Services and the Chief of Mission Support on all financial matters. The Chief Finance Officer also serves as chairperson of various committees, including the Local Committee on Contracts, the Local Property Survey Board and the Local Claims Review Board. In 2011, the Chief Finance Officer will be supported by one Administrative Assistant (Field Service) and one Finance Assistant (Local level).

190. The Mission is operating within four different countries and from various locations. The Finance Section has its headquarters in Kuwait and offices in Amman, Baghdad and Erbil.

191. The Chief Finance Officer is currently supported by the following units: Payroll, Vendors, Accounts and Cashiers:

(a) The Payroll Unit will be headed by one Finance Officer (P-3) supported by five Finance Assistants (1 Field Service and 4 Local level);

(b) The Vendors Unit will be headed by one Finance Assistant (Field Service) supported by five Finance Assistants (1 Field Service and 4 Local level);

(c) The Accounts Unit will be headed by one Finance Assistant (Field Service) supported by two Finance Assistants (1 Field Service and 1 Local level);

(d) The Cashiers Unit will be headed by one Finance Assistant (Field Service) supported by one Finance Assistant (Local level).

192. In Baghdad, the Finance Section coordinates all financial business. The office will be staffed by one Deputy Chief Finance Officer (P-3).

193. In Amman, the finance sub-unit is responsible for all vendor payments, an imprest fund and other related payments. It is supported by one Finance Assistant (Local level), who is under the supervision of the Vendors Unit in Kuwait.

194. In Erbil, the Finance Section is responsible for all vendor payments, an imprest fund and other related payments. It is supported by one Finance Assistant (Local level), who is under the supervision of the Vendors Unit in Kuwait.

Staffing changes

195. In order to achieve the staffing structure reflected above, the following changes are proposed.

196. Due to the planned withdrawal of the United States Forces, it is envisaged that procurement activities will increase for the Mission, and consequently also for the Local Committee on Contracts and the Local Property Survey Board. Therefore, it is crucial to have one dedicated person to assist the Chief Finance Officer in these matters. It is proposed that one Administrative Assistant (Field Service) position be redeployed from the Medical Services Section to the Finance Section.

General Services Section

International staff: *Creation of 3 positions (3 Field Service)*

National staff: *Creation of 4 positions (Local level)*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	1	—	**2**	18	—	**20**	—	35	—	**55**
Proposed 2011	—	—	—	—	—	1	1	—	**2**	21	—	**23**	—	39	—	**62**
Changes	—	—	—	—	—	—	—	—	—	**3**	—	**3**	—	**4**	—	**7**

197. The General Services Section is responsible for providing a wide range of services in support of the administrative operations of the Mission. This includes travel arrangements, mail and pouch operations, receiving and inspection of goods, property control and inventory, claims, property disposal and facilities management.

198. The Chief of General Services (P-4), located in Baghdad, is responsible for supervision and providing specialist advice on the above-mentioned matters and will be supported by one Administrative Assistant (Local level). In Kuwait, she/he will be supported by one General Services Officer (Field Service); in Amman by one General Services Assistant (Field Service) and one Administrative Assistant (Local

level); and in Erbil by two General Services Assistants (1 Field Service and 1 Local level).

199. The Claims Unit will be headed by one Claims Officer (P-3) supported by two Claims Assistants (Local level) in Kuwait and one Claims Assistant (Local level) in Baghdad.

200. The Receiving and Inspection Unit will be headed by one Chief Receiving and Inspection Officer (Field Service) and supported by four Receiving and Inspection Assistants (1 Field Service and 3 Local level) in Kuwait; one Receiving and Inspection Assistant (Local level) in Amman; one Receiving and Inspection Assistant (Local level) in Erbil; and three Receiving and Inspection Assistants (1 Field Service and 2 Local level) in Baghdad.

201. The Property Control and Inventory Unit will be headed by the Chief of Property Control and Inventory (Field Service) and supported by three Property Control and Inventory Unit Assistants (1 Field Service and 2 Local level) in Kuwait; two (1 Field Service and 1 Local level) in Baghdad; one (Local level) in Amman; and one (Local level) in Erbil.

202. The Travel and Visa Unit in Kuwait will be headed by one Chief Travel Officer (Field Service) who is supported by a Travel/Visa Assistant (Field Service), two Travel Assistants (Local level) and one Liaison Assistant (Local level). In Amman, the Unit will be supported by two Travel Assistants (1 Field Service and 1 Local level).

203. The Mail and Pouch Unit will be supported by one Mail and Pouch Officer (Field Service) in Baghdad; one Mail and Pouch Assistant (Local level) and one Registry Assistant (Local level) in Kuwait; and one Mail and Pouch Assistant (Local level) in Erbil.

204. The Facilities Management Unit (FMU) will be supported by fifteen Facilities Management Unit Assistants (3 Field Service and 12 Local level) in Baghdad; two (1 Field Service and 1 Local level) in Kuwait; one (Field Service) in Erbil; one (Field Service) at Baghdad International Airport; one (Field Service) in Amman; one (Field Service) in Basra; and one (Field Service) in Kirkuk.

205. The Property Disposal Unit (PDU) in Kuwait will be supported by two Property Disposal Unit Assistants (1 Field Service and 1 Local level).

Staffing changes

206. With the expected increase in the number of staff in Baghdad, the office compound will require more services, from mail delivery to more frequent cleaning of the common area or rest rooms. In addition, a small temporary office will be set up at the headquarters construction area and will require various services as well. The current staffing level is not expected to be able to meet the increased requirement. Therefore, it is proposed to create four additional Facilities Management Unit Assistants (Local level) positions.

207. With the establishment of the UNAMI office and residential compound at Baghdad International Airport, there is a need for a dedicated international staff position to oversee the facilities management, as well as other General Services Section functions. The incumbent will also assist the Administrative Officer, providing day-to-day administrative functions such as overseeing contractors

responsible for laundry, cleaning, catering services and maintenance of vehicles for staff members and troops. She/he will also act as officer-in-charge in the absence of the Administrative Officer. Therefore, it is proposed that one Facilities Management Unit Assistant (Field Service) position be created.

208. The functions described above are also required in the Kirkuk and Basra compounds. Due to the physical size of these compounds and the number of staff members residing at these locations, the level of activity will be considerably higher and more complex. Although each of these compounds has a dedicated team of an Administrative Officer and his/her assistants, an additional General Services Section presence is considered crucial to carry out various functions normally associated with the size of such a compound. Therefore, it is proposed to create two Facilities Management Unit Assistant (Field Service) positions in Basra and one (Field Service) in Kirkuk.

209. The three Facilities Management Unit Assistant positions requested in Basra, Kirkuk and at Baghdad International Airport are expected to perform the following tasks: receiving and inspection of goods; managing the diplomatic pouch; supervision of office and accommodation cleaning services; supervision of catering provision to staff and troops; assisting the Travel Unit in Kuwait with troop rotations (four times a year); managing the laundry contract; and liaising with the relevant authorities for contractor access.

210. It is also proposed to re-title the position of Assistant ID Unit (Field Service) in Amman to Facilities Management Unit Assistant (Field Service) in Amman.

Procurement Section

International staff: *Downward reclassification of 1 P-3 to Field Service*

National staff: *Creation of 2 positions (Local level positions)*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	3	—	**4**	7	—	**11**	—	13	—	**24**
Proposed 2011	—	—	—	—	—	1	2	—	**4**	8	—	**11**	—	15	—	**26**
Change	—	—	—	—	—	—	**(1)**	—	—	**1**	—	—	—	**2**	—	**2**

211. The Procurement Section ensures the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in Iraq, Jordan and Kuwait, in accordance with the United Nations Financial Regulations and Rules, the United Nations Procurement Manual and the United Nations Ethical Standards. It is proposed that sufficient numbers of qualified staff have delegated authority for local procurement commensurate with their grade at each location, with all major contracts and procurement over the local limit handled at the main Procurement Section "headquarters" located in Kuwait.

212. The main Procurement Section, based in Kuwait, will be headed by the Chief Procurement Officer (P-4) supported by the Head, Procurement Operations —

Kuwait (P-3). The Procurement headquarters in Kuwait is divided into four units with supporting staff as follows:

(a) Purchasing Unit: one Procurement Officer (Field Service) and four Procurement Assistants (Local level);

(b) Contracts Unit: two Procurement Officers (Field Service) and four Procurement Assistants (Local level);

(c) Procurement Support Unit: one Procurement Officer (Field Service) and two Procurement Assistants (Local level);

(d) Vendor Review Unit: one Procurement Officer (Field Service) and one Procurement Assistant (Local level).

213. The Procurement Unit in Amman will comprise one Procurement Officer (Field Service) and one Procurement Assistant (Local level).

214. The Procurement operation in Iraq is coordinated and controlled on behalf of the Chief Procurement Officer by one Procurement Officer (P-3) located in Baghdad who oversees the following locations and respective staffing:

(a) Baghdad: one Procurement Assistant (Field Service) and two Procurement Assistants (Local level);

(b) Erbil: one Procurement Officer (Field Service) and one Procurement Assistant (Local level).

Staffing changes

215. The expected withdrawal of United States Forces will compel the Mission to construct new offices and seek additional resources previously provided by United States Forces. These activities will significantly increase the responsibility and workload of the section and cannot be sustained at the current staffing level. The Mission will be required to conduct more market research and interact with more vendors. In order to be able to meet all these requirements, it is proposed that two Procurement Assistant (Local level) positions be created, one each in the Contracts Unit and the Purchasing Unit in Kuwait.

216. The Vendors Unit has experienced a decline in new vendor registrations because the vendor roster list has been expanded significantly over the last few years. Consequently, the level of supervision should also be adjusted accordingly and is reflected in the present request to reclassify the Vendor Review Officer (P-3) position to Procurement Officer (Field Service) level.

Medical Services

International staff: *Outward redeployment of 1 position (Field Service) to the Finance Section*

National staff: *No change*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	1	2	2	—	**5**	7	—	**12**	—	2	—	**14**
Proposed 2011	—	—	—	—	1	2	2	—	**5**	6	—	**11**	—	2	—	**13**
Change	—	—	—	—	—	—	—	—	—	**(1)**	—	**(1)**	—	—	—	**(1)**

217. The Medical Services Section is responsible for the health, medical care and well-being of the civilian personnel. This section coordinates and delivers medical services and organizes health maintenance and preventive medical care for all UNAMI personnel. It also coordinates medical and casualty evacuations within and outside the Mission area, and plans for medical contingencies.

218. In Baghdad, the Section will be headed by one Chief Medical Officer (P-5) and supported by one Medical Officer (P-3), three Nurses/Paramedics (Field Service), one Physiotherapist (Field Service) and one Nurse (Local level).

219. In Erbil, the Section will be supported by one Medical Officer (P-4), one Nurse/Paramedic (Field Service) and one Nurse/Lab Technician (Local level).

220. The Staff Counsellor (P-4), reporting to the Chief Medical Officer will be supported by one Staff Counsellor (P-3) and one Assistant Staff Counsellor (Field Service).

Staffing changes

221. Following a review of the staffing in the section, it has been concluded that the function of Administrative Assistant (Field Service) can be carried out by the existing Nurses/Paramedics in addition to their medical duties. Therefore, it is proposed that one Administrative Assistant (Field Service) position be redeployed to the Finance Section.

222. After an extensive review of staffing vis-à-vis medical cases in Baghdad over the last few years, and taking into account the need for more self-reliance, it has been concluded that an additional Nurse/Paramedic will be required in Baghdad. The addition of one more position will ensure the continuous presence of at least two international Nurses/Paramedics at all times. Further, the additional Nurse/Paramedic position will ensure that the Mission is able to provide primary care and deliver patients to the nearest medical facility. This will be achieved by reclassifying the functional title of one of the two Physiotherapist (Field Service) positions to Nurse/Paramedic (Field Service).

Office of the Chief, Technical Services

International staff: *No change*

National staff: *No change*

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	1	2	2	—	**5**	3	—	**8**	—	2	—	**10**
Proposed 2011	—	—	—	—	1	2	2	—	**5**	3	—	**8**	—	2	—	**10**
Changes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

223. The UNAMI Technical Support Sections deliver functional and secure accommodation, communication, information, mobility, and life support to the Mission in order to facilitate the implementation of the mandate. The Chief, Technical Services (P-5) is responsible for the daily management of the Technical Support Sections, which are Transport, Communications and Information Technology, Engineering, Logistics, Supply and Aviation. The Chief, Technical Services is supported by one Administrative Assistant (Local level) in Baghdad and by one Deputy Chief, Technical Services (P-4) and one Administrative Assistant (Field Service) in Kuwait. The Deputy Chief also rotates with the Chief to ensure continuous coordination of technical service support services.

224. The Logistics Operations Centre will be responsible for the planning and coordination of all Technical Services activities in support of UNAMI, including the move to self-sufficiency, contingency planning and administering logistical support from United States Forces. In addition, the Centre is responsible for routine planning, coordination and conduct of support operations for all UNAMI offices. This offers Mission Support a planning, coordinating and reporting function that provides timely situational awareness and allows for seamless coordination of support to UNAMI dependencies. The Centre will be headed in Baghdad by the Chief Logistics Officer (P-4) supported by one Administrative Assistant (Local level). The Centre will consist of the Logistics Plans Unit, staffed by one Logistics Officer (P-3), and the Current Operations Unit, staffed by one Logistics Officer (P-3) and two Logistics Assistants (Field Service).

Communications and Information Technology Section

International staff: *Outward redeployment of 1 position (Field Service) to the Office of the Chief of Mission Support*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	3	1	**5**	24	—	**29**	—	51	—	**80**
Proposed 2011	—	—	—	—	—	1	3	1	**5**	23	—	**28**	—	51	—	**79**
Changes	—	—	—	—	—	—	—	—	—	**(1)**	—	**(1)**	—	—	—	**(1)**

225. The Communications and Information Technology Section is responsible for the planning, installation and maintenance of all communications and IT infrastructure and systems in the Mission area. The Section manages a large number of technical personnel and an extensive inventory of high-value equipment. In addition, it is responsible for the management of the Mission's various applications, email system, user training and support, videoconferencing, and communication equipment. The section will be headed by the Chief, Communications and Information Technology Section (P-4) in Baghdad supported by one Operations Manager (P-3), one Associate IT Officer (P-2), one IT Officer (Field Service), three IT Assistants (Field Service), three IT Technicians (Local level), one Data Security and Disaster Recovery Specialist (Field Service), two Telecommunications Assistants (Field Service), one IT Officer (Field Service), five Communications Technicians (Local level), one Communications Centre (COMCEN) Assistant (Field Service), four Switchboard Operators (Local level) and one Asset Assistant (Local level).

226. The Communications Unit in Kuwait will be supported by one Planning and Logistical Support Officer (P-3), two Telecommunications Assistants (Field Service), three Communications Technicians (Local level), one COMCEN Assistant (Field Service), two Switchboard Operators (Local level), two Telephone Billing Assistants (1 Field Service and 1 Local level), one Document Management and Training Coordinator (Field Service), one Asset Manager (Field Service), one Warehouse Assistant (Field Service), one Administrative Assistant (Local level) and one Asset Assistant (Local level).

227. The Information Technology Unit in Kuwait will be supported by two IT Assistants (Field Service) and four IT technicians (Local level).

228. The Communications and Information Technology Unit in Amman will be supported by one IT Officer (systems and web applications) (P-3), one IT Assistant (Field Service), three IT Technicians (Local level), one Telecommunications Assistant (Field Service), two Communications Technicians (Local level), one COMCEN Assistant (Field Service), three Switchboard Operators (Local level) and two Asset Assistants (Local level).

229. Basra will be supported by two Communications Technicians (Local level), two IT Technicians (Local level) and one Switchboard Operator (Local level).

230. Erbil will be supported by one IT Officer (Field Service). She/he will be supported by one Telecommunications Assistant (Field Service), three Communications Technicians (Local level), two IT Technicians (Local level) and two Switchboard Operators (Local level).

231. Kirkuk will be supported by one Communications Technician (Local level), one Switchboard Operator (Local level) and two IT Technicians (Local level).

Staffing changes

232. After careful review of the existing workload, it is proposed that one Administrative Assistant (Field Service) in Baghdad be redeployed to the Office of the Chief of Mission Support in Kirkuk.

233. To further harmonize the existing functional titles, it is proposed that the following positions be re-titled:

(a) One Communications and Information Technology Section Regional Coordinator (Field Service) in Baghdad to be re-titled as IT Officer (Field Service);

(b) One Communications and Information Technology Section Regional Coordinator (Field Service) in Erbil to be re-titled as IT Officer (Field Service).

Engineering and Buildings Management Section

International staff: *No change*

National staff: *Outward redeployment of 1 National Officer position to the Office of Chief of Mission Support*

Abolition of 3 positions (Local level)

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	2	4	—	**6**	5	—	**11**	2	55	—	**68**
Proposed 2011	—	—	—	—	—	2	4	—	**6**	5	—	**11**	1	52	—	**64**
Changes	—	—	—	—	—	—	—	—	—	—	—	—	**(1)**	**(3)**	—	**(4)**

234. The Engineering and Buildings Management Section is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises. In Baghdad, the Section will be headed by a Chief Engineer (P-4), who plans and implements construction and buildings and facilities refurbishment projects; supervises implementation of contractual engineering work; arranges for the maintenance of Mission office premises and accommodation facilities; controls and establishes procedures and administers engineering stores and supplies; provides for the construction and installation of infrastructure, including the operation of water purification equipment and identifying sources of water and bottling; supervises the rehabilitation, as necessary, of airfields, the renovation of Government-provided office premises and the development of sites for office and housing accommodation.

235. In Baghdad, the Chief Engineer will be supported by one Project Engineer (P-4) and one Administrative Assistant (Local level). He is also supported by three Engineers (1 P-3 and 2 Field Service), one Buildings Management Officer (National Officer), three Electricians (Local level), five Technician Assistants (Local level), one Buildings Management Assistant (Local level), two Plumbers/Carpenters (Local level), two Generator Mechanics (Local level), three Assistant Engineers (Local level), one Generator Operator (Local level), two Mason Carpenters (Local level), three HVAC (heating, ventilating and air conditioning) Technicians (Local level) and one Assistant Architect (Local level).

236. At Baghdad International Airport, one Engineer (P-3) is responsible for overall maintenance of UNAMI facilities. She/he will be supported by three Technician Assistants (Local level).

237. In Kuwait, one Material Management Unit Manager (Field Service) will be supported by two Assistant Engineers (Local level), two HVAC Technicians (Local

level), two Electricians (Local level) and one Carperter/Plumber/HVAC Technician (Local level) to carry out daily maintenance and minor engineering repairs.

238. In Amman, one Engineer (P-3) will be responsible for overall maintenance of UNAMI facilities. She/he is supported by one Carpenter/Plumber (Local level), one Assistant Engineer (Local level), one Electrician (Local level) and one Buildings Management Assistant (Local level).

239. The Erbil office will provide support to the Kirkuk office and will be supported by one Engineer (P-3), two Civil Engineers (Field Service), one Generator Mechanic (Local level), one Mason/Carpenter (Local level), three Assistant Engineers (Local level), one Carpenter/Plumber/Handyman (Local level), one Electrician (Local level), five Technician Assistants (Local level), one Buildings Management Assistant (Local level), and one HVAC Technician (Local level).

Staffing changes

240. To provide flexibility to the administration and to harmonize existing functional titles, it is proposed that the following positions be re-titled/relocated:

(a) One Sector Engineer (P-3) position in Baghdad to be re-titled as Engineer (P-3);

(b) One Civil Engineer (Field Service) position in Baghdad to be re-titled as Engineer (Field Service);

(c) One HVAC Engineer (Field Service) position in Baghdad is to be re-titled as Engineer (Field Service);

(d) One Design and Planning Engineer (P-3) position in Kuwait to be redeployed to Erbil as an Engineer to oversee the ongoing engineering projects there and provide overall leadership to the engineering team in the Erbil office;

(e) One Environmental Engineer (P-3) position in Kuwait to be redeployed to Amman as an Engineer to ensure adequate supervision of that office;

(f) One Mechanical and Electrical Engineer (P-3) position in Kuwait to be redeployed to Baghdad International Airport as an Engineer to oversee the ongoing support for maintenance of the compound.

241. After a review of staffing needs across the Mission, the following changes are proposed for 2011:

(a) One (National Officer) position is to be redeployed to Baghdad to assist the Senior Project Officer in the Office of the Chief of Mission Support;

(b) It is proposed that three Technician Assistant (Local level) positions be abolished.

Transport Section

International staff: *Creation of 1 position (Field Service)*

National staff: *Abolition of 2 positions (Local level)*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	1	—	**2**	8	—	**10**	—	68	—	**78**
Proposed 2011	—	—	—	—	—	1	1	—	**2**	9	—	**11**	—	66	—	**77**
Changes	—	—	—	—	—	—	—	—	—	**1**	—	**1**	—	**(2)**	—	**(1)**

242. The Transport Section provides ground transportation facilities and services to all staff members and military contingents. In Baghdad, the operations will be headed by one Chief Transport Officer (P-4) supported by two Transport Officers (Field Service), one Vehicle Technician (Field Service), nine drivers (2 Field Service and 7 Local level), two Dispatchers (Local level), eight Heavy Vehicle Operators (Local level), two Transport Assistants (Local level) and eleven Vehicle Technicians (Local level).

243. Kuwait serves as the receiving point for incoming vehicles and transport equipment and will be supported by two Transport Officers (1 P-3 and 1 Field Service), one Vehicle Technician (Field Service), two Transport Assistants (Local level), three Drivers (Local level), two Dispatchers (Local level), two Heavy Vehicle Operators (Local level), five Vehicle Technicians (Local level) and one Administrative Assistant (Local level).

244. The Amman office will be supported by one Transport Officer (Field Service), nine Drivers (Local level), two Dispatchers (Local level), one Heavy Vehicle Operator (Local level) and one Transport Assistant (Local level).

245. The Erbil office will be supported by one Transport Officer (Field Service), three Drivers (Local level), one Vehicle Technician (Local level) and one Transport Assistant (Local level).

246. The Basra office will be supported by one Driver (Local level) and one Vehicle Technician (Local level).

247. The Kirkuk office will be supported by one Vehicle Technician (Local level).

Staffing changes

248. With the expected arrival of three armoured buses, the Mission will be self-reliant for ferrying staff and troops from the international zone to Baghdad International Airport. However, the terminal used by the Mission remains within a zone which is strictly secured by United States Forces, where entry and exit for Iraqi personnel, including UNAMI national staff is difficult. As a result, it is necessary for the drivers of the armoured buses to be international staff. While it is possible to support the expected operation from the Mission's pool of international drivers until the end of 2010, the expected arrival of additional aircraft and increased staff and

troop strength in 2011 will require additional, dedicated drivers. Therefore, it is proposed that one driver (Field Service) position be created in Baghdad. In addition, it is proposed that one Transport Officer (Field Service) position in Baghdad be re-titled as Driver (Field Service).

249. After a review of the workload for the section, it has been decided that the following positions are no longer required and are proposed for abolition: one Driver (Local level) in Kirkuk and one Vehicle Technician (Local level) in Mosul.

Supply and Services Section

International staff: *Abolition of 1 position (P-3)*

National staff: *No change*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	3	—	**4**	9	—	**13**	—	19	—	**32**
Proposed 2011	—	—	—	—	—	1	2	—	**3**	9	—	**12**	—	19	—	**31**
Changes	—	—	—	—	—	—	**(1)**	—	**(1)**	—	—	**(1)**	—	—	—	**(1)**

250. The Supply and Services Section will be responsible for the provision of general supplies, life support (accommodation, catering and bottled water) and fuel, in support of the Mission dependencies. The Section will be responsible for forecasting supply support requirements, budgeting, requisitioning, provisioning, contracting, receiving, storage, inventory management, and issuing and distributing supply items and equipment required by UNAMI dependencies at each of its office locations.

251. The Section will be headed by the Chief Supply Officer (P-4) in Kuwait supported by one Administrative Assistant (Local level). The Section will consist of a Contract Services Unit and a General Supply Unit.

252. The Contract Services Unit will be headed in Kuwait by one Contract Administration Officer (P-3), and supported by one Catering Supervisor (Field Service), one Fuel Supervisor (Field Service) and three Contract Administration Assistants (1 Field Service and 2 Local level).

253. The General Supply Unit will be headed in Baghdad by one Supply Officer (P-3) supported by six Supply Assistants (1 Field Service and 5 Local level) and one Fuel Assistant (Local level).

254. The main supply warehouse is located in Kuwait and supported by one Warehouse Assistant (Field Service) and five Supply Assistants (1 Field Service and 4 Local level).

255. The Supply and Services Section will also have supply cells at each of the main premises. They will be responsible for all the functions of the Supply Section that are specific to their respective locations and will cover regional supply planning, contracts administration and general supply tasks. In Erbil the supply cell

will comprise four Supply Assistants (2 Field Service and 2 Local level); in Amman three Supply Assistants (1 Field Service and 2 Local level); in Kirkuk one Supply Clerk (Local level); and in Basra one Supply Assistant (Local level).

Staffing changes

256. Currently the Mission has two Supply Officer positions at the P-3 level. After a thorough review of supply activities and notably with the establishment of the Baghdad International Airport office, and significant improvement to the Mission logistical operations in channelling goods from Kuwait to Baghdad, it is proposed that one Supply Officer (P-3) position in Kuwait be abolished.

257. In order to be compatible with actual functions, it is proposed that the functional title of the following positions be changed but with no change in grade:

(a) One Contract Management Officer (P-3) to be re-titled as Contract Administration Officer (P-3);

(b) One Contract Management Assistant (Field Service) to be re-titled as Contract Administration Assistant (Field Service);

(c) Two Contract Management Assistants (Local level) to be re-titled as Contract Administration Assistants (Local level).

Aviation Section

International staff: *Creation of 4 positions (Field Service)*

Abolition of 1 position (P-3)

National staff: *Creation of 3 positions (Local level)*

	Professional category and above									*General service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Grand total***
Approved 2010	—	—	—	—	—	1	3	1	**5**	20	—	**25**	—	14	—	**39**
Proposed 2011	—	—	—	—	—	1	2	1	**4**	24	—	**28**	—	17	—	**45**
Changes	—	—	—	—	—	—	**(1)**	—	**(1)**	**4**	—	**3**	—	**3**	—	**6**

258. The Air Transport Manual of the Department of Field Support provides specific guidance regarding functions, roles and tasks to be carried out by the Aviation Section at headquarters, and regional area offices and locations routinely visited by Mission aircraft. The staffing plan described below is designed to comply with both policy requirements and the specific needs of UNAMI. Among these are that UNAMI MovCon functions remain integrated with air operations in the Aviation Section.

259. In Baghdad, the aviation liaison office is located at Mission headquarters and operated by four MovCon Assistants (2 Field Service and 2 Local level).

260. At Baghdad International Airport, the UNAMI Air Movement Operations Centre will be required to operate on a 7 days per week, 18 hours per day basis. One

Air Operations Officer (Field Service) and one MovCon Officer (Field Service) will be responsible for managing all daily UNAMI air and MovCon operations within the Mission area. The Centre is operated by four Air Operations Assistants (Field Service — two per shift) and movement control functions are supported by two MovCon Assistants (Field Service — one per shift).

261. The Baghdad International Airport Air Support Unit will be supported by four MovCon Assistants (Field Service) and four Air Operations Assistants (Field Service).

262. In Kuwait, at the Section headquarters, the Chief Aviation Officer (P-4) will be assisted by a Deputy Chief of the Aviation Section and one MovCon Officer (P-3).

263. The Technical Compliance and Quality Assurance Unit will be supported by two Air Operations Officers (1 P-3 and 1 P-2).

264. The Budget and Administration Unit will be supervised by one Budget and Administration Assistant (Field Service) and supported by three Budget and Administration Assistants (Local level).

265. The introduction of two additional helicopters and one additional fixed-wing aircraft will increase the workload significantly. To date the workload has increased by approximately 25 per cent, including increased administration of aircraft-related reporting, accounts management, numbers of passenger movements and administration of cost recovery mechanisms. In addition to having to handle flight requests for increased numbers of UNAMI staff members and troops, the Section also caters to the 20 agencies that make up the United Nations country team in Iraq. This means dealing with cost-sharing arrangement issues with 20 entities for use of the four rotary-wing and two fixed-wing aircraft. This will require the four staff members (1 Field Service and 3 Local level).

266. All MovCon planning activity required by and occurring in the Mission and with other missions, is carried out by the MovCon Unit. The Unit also supports all cargo operations starting or ending in Kuwait. Accordingly, the Unit comprises a central booking office (and a cargo office). MovCon central booking and cargo operations will be carried out by nine MovCon Assistants (3 Field Service and 6 Local level).

267. In Amman, an Air Support Unit will be operated by three MovCon Assistants (1 Field Service and 2 Local level).

268. In Basra, the Unit will be supported by one MovCon Assistant (Local level).

269. In Erbil, the Unit will be operated by one Air Operations Assistant (Field Service) and two MovCon Assistants (Local level).

270. In Kirkuk, the Unit will be supported by one MovCon Assistant (Local level).

Staffing changes

271. As more UNAMI and Agency staff travel to and from Iraq and between existing and new offices in Iraq, the workload for Air Operations and MovCon will increase proportionately. Further, increased cargo import/export transactions and movements will occur as logistical demands grow, with increased activity rates and an increased spread of activity across the country.

272. Officials of the Aviation Safety Section in the Department of Field Support have reported that current air operations staffing levels in the Air Movement Operations Centre are below the minimum required, and have recommended that "flight-following" duties be carried out by dedicated staff. Given that UNAMI helicopter operations have started, this shortcoming will become more acute unless addressed. Under normal conditions, Local-level staff can be trained to carry out flight-following duties, however, they do not have access to Baghdad International Airport for security reasons.

273. To meet the above needs, it is proposed to create the following:

(a) Two Air Operations Assistants (Field Service) in the Air Support Unit at Baghdad International Airport;

(b) One Air Operations Officer (Field Service) and one MovCon Officer (Field Service) in the Air Movement Operations Centre unit at Baghdad International Airport;

(c) One Budget and Administrative Assistant (Local level) in the Budget and Administrative Unit in Kuwait;

(d) One Air Operations Assistant (Local level) in the Air Support Unit in Basra;

(e) One MovCon Assistant (Local level) in the Air Support Unit in Kirkuk.

274. A review of aviation activities in Erbil has revealed that the functions of the Air Operations Officer (P-3) can be performed by other existing staff members. Therefore, it is proposed that one Air Operations Officer (P-3) position in the Air Support Unit in Erbil be abolished.

IV. Analysis of resource requirements[1]

Table 4
Detailed cost estimates

	1 January to 31 December 2010			*Requirements for 2011*			*Variance analysis 2010-2011*
	Appropriation	*Estimated expenditure*	*Variance savings (deficit)*	*Total*	*Net*	*Non-recurrent*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(4)-(3)*	*(6)*	*(7)=(4)-(1)*
I. Military and police personnel							
Military observers	1 177.0	1 343.6	(166.6)	1 500.4	1 667.0	—	323.4
Military contingents	13 336.7	10 105.9	3 230.8	12 516.8	9 286.0	—	(819.9)
Civilian police	—	—	—	416.3	416.3	—	416.3
Total category I	**14 513.7**	**11 449.5**	**3 064.2**	**14 433.5**	**11 369.3**	**—**	**(80.2)**

[1] Resource requirements in tables are expressed in thousands of United States dollars.

	1 January to 31 December 2010			Requirements for 2011			Variance analysis 2010-2011
	Appropriation	Estimated expenditure	Variance savings (deficit)	Total	Net	Non-recurrent	Variance
Category of expenditure	(1)	(2)	(3)=(1)-(2)	(4)	(5)=(4)-(3)	(6)	(7)=(4)-(1)
II. Civilian personnel costs							
International staff	49 336.8	48 805.6	531.2	54 575.9	54 044.7	—	5 239.1
National staff	15 467.9	17 223.3	(1 755.4)	17 823.9	19 579.3	—	2 356.0
Total category II	**64 804.7**	**66 028.9**	**(1 224.2)**	**72 399.8**	**73 624.0**	**—**	**7 595.1**
III. Operational costs							
Consultants and experts	584.0	531.9	52.1	553.8	501.7	—	(30.2)
Official travel	3 678.0	4 343.5	(665.5)	5 774.1	6 439.6	—	2 096.1
Facilities and infrastructure	15 840.4	17 795.1	(1 954.7)	28 000.0	29 954.7	—	12 159.6
Ground transportation	2 939.8	2 881.8	58.0	8 972.6	8 914.6	—	6 032.8
Air transportation	23 037.5	22 072.5	965.0	46 562.9	45 597.9	—	23 525.4
Communications	7 683.7	7 592.0	91.7	9 119.6	9 027.9	—	1 435.9
Information technology	5 667.0	4 425.9	1 241.1	4 319.6	3 078.5	—	(1 347.4)
Medical	999.3	256.0	743.3	426.0	(317.3)	—	(573.3)
Special equipment	90.0	—	90.0	48.4	(41.6)	—	(41.6)
Other supplies, services and equipment	11 488.3	16 149.9	(4 661.6)	16 118.7	20 780.3	—	4 630.4
Quick-impact projects	—	—	—	1 000.0	1 000.0	—	1 000.0
Total category III	**72 008.0**	**76 048.6**	**(4 040.6)**	**120 895.7**	**124 936.3**	**—**	**48 887.7**
Total requirements	**151 326.4**	**153 527.0**	**(2 200.6)**	**207 729.0**	**209 929.6**	**—**	**56 402.6**

A. Military and police personnel

($14,433,500)

	Appropriation 2010	Estimated expenditure 2010	Variance savings (deficit)	Total requirements 2011	Net requirements 2011	Variance 2010-2011
Military Observers	1 177.0	1 343.6	(166.6)	1 500.4	1 667.0	323.4

275. The provision of $1,500,400 reflects requirements for 16 Military Liaison Officers deployed throughout the Mission area with entitlements at established standard rates for mission subsistence allowance ($544,100) and clothing allowance ($2,800). It further includes requirements for emplacement travel at an estimated cost of $2,500 for an estimated 3 trips as well as repatriation travel at $5,000 per trip for an estimated 14 trips ($70,000), for death and disability ($40,000), and costs for logistics/life support services (rations, water, accommodations) ($843,500). A vacancy factor of 15 per cent was applied to overall requirements for 2011.

276. Increased requirements for 2011 mainly reflect the increase in the average budgeted rate of life support from $90.5 per person per day in 2010 to $165 per person per day. Unlike 2010, where a single rate was utilized for budgeting purposes, location specific rates are used for computing the cost of life support in 2011. The increase in the estimate for life support costs is partially offset by a reduction in the requirement for mission subsistence allowance due to the higher vacancy rate of 15 per cent for 2011 compared to 5 per cent for 2010.

277. Higher than budget expenditure for 2010 are due to charges for death and disability for an incident which took place in 2009 but for which charges were received and processed in 2010.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Military contingents	13 336.7	10 105.9	3 230.8	12 516.8	9 286.0	(819.9)

278. The provision of $12,516,800 reflects requirements for a total average strength of 280 guards for standard troop cost reimbursements at the established standard rates ($3,305,400); costs related to the emplacement, rotation and repatriation of military personnel ($2,512,000) at an average cost of $4,000 for 628 rotation trips; daily allowance ($130,800) and recreational leave allowance ($38,800); death and disability ($112,000); as well as costs for life and logistical support services ($6,417,800). It is estimated that 400 United Nations guards will be deployed in 2011. A 30 per cent vacancy rate is factored into the estimate.

279. Decreased requirements for 2011 reflect the decreased cost of rotation travel due to the increased availability of commercial flights directly from Iraq to the troop-contributing country. Previously, the Mission had to depend on United States Forces flights and incurred substantial life support cost and logistic charges. The decreased requirement is partially offset by increased requirement for life and logistical support services due to increased troop strength in 2011.

280. Estimated unencumbered balances for 2010 are mainly due to lower than budgeted cost of rotation travel and the availability of commercial flights from Iraq. Lower requirements under this heading are also factored into the estimates for 2011.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Civilian police	—	—	—	416.3	416.3	416.3

281. The provision of $416,300 reflects requirements for four Civilian Police Advisers deployed throughout the Mission area, with entitlements at established standard rates for mission subsistence allowance ($159,100) and clothing allowance ($800). It also includes provision for emplacement travel at an estimated cost of $3,000 for an estimated four trips ($12,000), for death and disability ($40,000), and costs for logistics/life support services (rations, water, accommodation) estimated at $140 per person per day ($204,400). A vacancy rate of 40 per cent was applied to overall requirements for 2011.

B. Civilian personnel

($72,399,800)

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
International staff	49 336.8	48 805.6	531.2	54 575.9	54 044.7	5 239.1

282. The provision of $54,575,900 reflects requirements for salaries ($22,009,300), common staff costs ($20,658,800), hazardous duty allowance at the established monthly rate of $1,365 for a staffing complement of 193 ($3,161,300), and personal transitional allowance ($7,696,500) for 510 international staff positions. In addition, a provision of $1,050,000 is included for mission subsistence allowance for UNAMI Field Service Officers who are entitled to it. A vacancy factor of 25 per cent has been applied to cost estimates for 2011. The provision also reflects the cost components resulting from the harmonization of conditions of service. The personal transitional allowance represents a transitional measure to mitigate the loss in overall compensation for affected staff as a result of the adoption of General Assembly resolution 63/250 on human resources management, including the harmonization of conditions of service.

283. Increased requirements for 2011 mainly reflect the cost of an additional 53 international positions to support the expanding operations of the Mission. Due to the drawdown of the United States Forces in Iraq, the Mission is required to be self-sustaining in the provision of security and protection services for Mission staff. The planned new compounds in Kirkuk, Basra and at Baghdad International Airport, and additional aircraft and helicopters will also require additional personnel to support the management of these compounds and the Mission air fleet. In addition to the salaries and common staff costs for additional international positions, the increase in personal transitional allowance has also resulted in the growth of requirements for 2011. Due to the uncertainty of the human resources reforms, mission subsistence allowance for Field Service Officers was not included in the budget for 2010. Based on the actual expenditure of 2010, a provision in 2011 is made for mission subsistence allowance payments to UNAMI Field Service Officers.

284. Estimated unencumbered balances for 2010 are attributable mainly to hazard pay as the budgeted staffing level for 2010 was for 277 staff per month and actual staff deployed to Iraq was lower than the budgeted level. When the 2010 budget was prepared, due to the uncertainty of human resources reforms, additional provision was made for common staff costs which was not required in 2010. However, this provision was offset by the non-budgeted requirement for mission subsistence allowance payments for Field Service Officers, and higher salary requirements because of the lower average vacancy rate of 24 per cent compared to the budgeted rate of 35 per cent.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
National staff	15 467.9	17 223.3	(1 755.4)	17 823.9	19 579.3	2 356.0

285. The provision of $17,823,900 would provide for salaries ($11,920,300) and common staff costs ($4,281,200) for the staffing complement of 625 national staff (124 National Officer, 501 Local level), hazardous duty allowance for 421 national staff at the rate of $406 per month ($1,582,400) and estimated overtime charges ($40,000). A vacancy factor of 36 per cent has been applied to National Officers and 18 per cent for Local level staff in calculating the cost estimates for 2011.

286. Increased requirements for 2011 mainly reflect the additional 31 national staff positions proposed in 2011.

287. Additional requirements for 2010 are due to a lower vacancy rate of 20 per cent than the budgeted rate of 25 per cent, partially offset by lower than budgeted expenditure for hazard pay in view of the absence of staff members from the Mission area due to leave and security reasons.

C. Operational costs

($120,895,700)

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Consultants and experts	584.0	531.9	52.1	553.8	501.7	(30.2)

288. The provision of $553,800 would provide for consultancy services for (a) the establishment of national monitoring and evaluation systems ($75,000) (2 international consultants for a total of 2 trips and 4 months each); (b) research and analysis on integrated priority areas of programme delivery ($85,500) (3 international consultants for a total of 3 trips and 3 months each); (c) technical assistance and capacity-building for integrated management aid coordination systems ($99,000) (3 international consultants for a total of 3 trips and 3 months each); (d) constitutional affairs ($24,000) (1 international consultant for 1 trip and 2 months); (e) disputed boundaries ($42,000) (1 international consultant for 1 trip and 4 months); (f) national coexistence and conflict resolution ($42,000) (1 international staff member for 1 trip and 4 months); (g) regional cooperation ($33,000) (1 international consultant for 1 trip and 3 months); (h) Arab-Kurd confidence-building measures on property disputes ($33,000) (1 international consultant for 1 trip and 3 months); (i) Arab-Kurd confidence-building measures on language education rights and curriculum ($33,000) (1 international consultant for 1 trip and 3 months); (j) Arab-Kurd confidence-building measures on minorities ($33,000) (1 international consultant for 1 trip and 3 months); (k) Arab-Kurd confidence-building measures on issues related to the census and demographics ($33,000). In addition, provision for a training consultant for development of supervisory skills ($11,900) and negotiation skills ($9,400) is also included in the estimates for 2011.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Official travel	3 678.0	4 343.5	(665.5)	5 774.1	6 439.6	2 096.1

289. The provision of $5,774,100 includes requirements for the travel (airfare, daily subsistence allowance and terminal expenses) of senior Mission staff for meetings and consultations in New York, Europe and capitals in the Middle East ($392,700); travel of heads of administrative and technical support sections to participate in annual conferences and workshops ($309,100); travel by Department of Safety and Security personnel for visits to Amman to assist in the security risk assessment of new locations ($30,800); and the travel of the Chief of Staff to participate in workshops and occupational groups ($76,900). In addition, provision is made for within-Mission travel of staff to Iraq. It is estimated that the daily staff strength in 2011 will be 120 at Baghdad Headquarters and Baghdad International Airport, 30 in Erbil, 12 in Kirkuk, 8 in Basra and 5 in Mosul. In this respect, a provision of $4,352,800 is included in the estimates for payment of daily subsistence allowance to these staff. A further provision of $180,400 is included for the daily subsistence allowance of staff members from Iraq travelling through Kuwait, Amman and Tehran.

290. There is also provision ($431,400) for travel to the United Nations logistics base at Brindisi, Italy, or other training locations for training courses in all administrative areas and certain substantive areas (e.g., mediation, humanitarian affairs, human rights).

291. Increased requirements for 2011 mainly reflect increased requirements for daily subsistence allowance, which was not fully reflected in the estimates for 2010.

292. Estimated overexpenditure for 2010 mainly reflects higher than budgeted requirements for payment of daily subsistence allowance to Mission staff deployed in Iraq. This increased requirement has been addressed in the estimates for 2011.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Facilities and infrastructure	15 840.4	17 795.1	(1 954.7)	28 000.0	29 954.7	12 159.6

293. The provision of $28,000,000 reflects requirements for two new UNAMI compounds in Basra and Kirkuk: 2 wastewater treatment systems ($200,100), 12 generators (6 each) ($968,800) and electrical equipment ($220,800). In addition, six additional refrigeration containers are required to maintain a two-week supply of food rations. Additional refrigerators are required to accommodate the proposed increase in staffing levels in Erbil and at Baghdad International Airport and new compounds in Basra and Kirkuk ($223,300), and two wastewater supply and ultra-filtration treatment systems in the two new compounds in Basra and Kirkuk ($188,700). A provision of $199,400 is also included for kitchen equipment, bedding and basic furniture to furnish Baghdad International Airport facilities and the two new compounds in Basra and Kirkuk. The estimate also includes office furniture ($258,500); office equipment, including 12 photocopiers; 15 high-density paper shredding machines ($146,500); field defence equipment ($2,182,700); and security equipment comprising weapons, ammunition and accessories ($1,151,500); and firefighting equipment ($429,800).

294. The provision further includes requirements for the rental of premises in Amman and Tehran, and regional offices in Iraq, as well as Mission-wide conference facilities ($387,000), with premises in Baghdad and Kuwait being

provided free of charge; utility costs for water and electricity ($330,600); maintenance services ($829,400); and security services, including canine explosive teams ($3,635,000) for office premises in all Mission locations. It also comprises requirements for planned alterations and renovations of existing facilities in all locations (improvements to buildings, water and electrical systems, and installations meeting minimal operational security standards), including work to be undertaken on the planned new compound in Basra ($3,120,000); construction services in connection with the major rehabilitation/construction projects for United Nations Guard Unit accommodation and dining facility, construction of the UNAMI compound in Kirkuk ($10,465,000) etc.; stationery and office supplies ($150,000); spare parts and supplies for generators, air conditioning units and wastewater treatment systems ($196,000); maintenance supplies ($309,000); field defence supplies, including concrete barriers to provide a perimeter wall to comply with security risk assessment and minimum operating security standards for Kirkuk and Basra; miscellaneous security enhancements ($1,828,300); generator fuel for an estimated consumption of some 470,200 litres at an average cost of $0.85 per litre, including requirements for oil and lubricants ($459,600); and sanitation and cleaning materials ($120,000).

295. Increased requirements for 2011 are due mainly to construction and renovation work required for the two new UNAMI compounds in Basra and Kirkuk; increased requirements for field defence equipment; and security and safety requirements and field defence supplies for the new UNAMI compounds and other Mission locations to ensure compliance with the required security standards. In light of the planned withdrawal of United States Forces, the establishment of two UNAMI compounds in Basra and Kirkuk and the expansion of the UNAMI presence at Baghdad International Airport also increase requirements for the acquisition of various pieces of equipment and security services to protect these new Mission compounds. In addition, due to environmental conditions and the age and condition of the buildings, and as a consequence of indirect fire within Mission locations, requirements for maintenance supplies and services have increased.

296. The higher than budgeted expenditure in 2010 mainly reflects the greater actual costs of renovation and construction, combined with increased requirements for purchase and installation of security and safety equipment, as well as higher utilities expenditure. The increased expenditure is partially offset by a reduced requirement for generators and firefighting equipment. The planned expansion of the Mission to Baghdad International Airport is currently under review and hence the purchase of generators and firefighting equipment has been delayed until the decision is finalized for the construction of the airport compound. In addition, the purchase of high-capacity generators has reduced the need for multiple generators.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Ground transportation	2 939.8	2 881.8	58.0	8 972.6	8 914.6	6 023.8

297. The amount of $8,972,600 will provide for the acquisition of 1 rapid-fire and safety vehicle, 4 armoured ambulances, 25 special mission armoured vehicles, 3 medium armoured buses, 1 aviation fuel truck, 1 ambulance, 10 light to medium forklifts, 2 heavy (15 ton) forklifts, 3 utility vehicles and a rapid-fire and safety

deployment/rescue vehicle ($7,543,600); vehicle workshop equipment ($61,000); rental of cranes and recovery trucks ($29,400); repair and maintenance services for Mission vehicles, including those in Amman and Kuwait ($215,000); liability insurance ($86,300); spare parts and supplies for Mission vehicles in Baghdad, Erbil and Kuwait and replacement of armoured glass for vehicles stationed in Iraq ($572,700); and petrol, oil and lubricants ($464,600).

298. The overall increase in requirements for 2011 is attributable to increased requirements for the acquisition of various vehicles, as the planned withdrawal of United States Forces means that the Mission will need to be self-sustaining in transporting staff within Iraq and will require vehicular capacity to take staff to the red zone. At the time of this report, such missions are supported by United States Forces. Each special mission will require five vehicles to support any mission to the red zone. A rapid-fire and safety deployment/rescue vehicle is also required to provide security to the United Nations compound in Baghdad and protection for fuel storage (600,000 litres capacity), diesel generators, storage areas, and workshop and transformer stations. With the increase in the UNAMI vehicle fleet and wear and tear due to the weather and terrain, there is also an increased requirement for spare parts and supplies, including replacement of armoured glass.

299. The estimated unencumbered balance for 2010 is due to the delayed purchase of an armoured bus. Under-expenditure is partially offset by the increased requirement for the rental of specialized vehicles.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Air transportation	23 037.5	22 072.5	965.0	46 562.9	45 597.9	23 525.4

300. The provision of $46,562,900 includes requirements for the acquisition of 12 airport containers and 15,840 flares for fixed-wing and rotary-wing aircraft ($1,146,400); navigation charges ($14,400); landing fees and ground handling charges ($532,300); air crew subsistence allowance ($10,300); fuel requirements for fixed-wing and rotary-wing aircraft for an estimated consumption of 2.1 million litres at $0.87 per litre ($1,862,200); and liability insurance ($37,800) for fixed-wing aircraft and helicopters.

301. Further, the requirements include annual rental and operating costs for one existing and one additional fixed-wing aircraft/Learjet ($12,203,100) for guaranteed fleet costs (including positioning and painting of the second aircraft) and usage estimated at some 1,600 flight hours for the first Learjet and 1,130 for the second one, as well as for rental and operating costs of two existing and two additional commercially contracted helicopters for guaranteed fleet costs (including positioning and painting for the two new helicopters) and usage at $3,354 per flight hour for a total of 1,200 hours for the two existing helicopters and 605 hours for the two new ones ($30,756,400).

302. Increased requirements for 2011 mainly reflect the additional aircraft and two new helicopters for the Mission fleet. The second fixed-wing aircraft is projected to be deployed by 1 April 2011 and is budgeted for 275 days. The two new helicopters are projected to be deployed by 1 July 2011 and are budgeted for 184 days. An

increase in the price of fuel from the 2010 budgeted rate of $0.53 per litre to $0.87 per litre further increases the estimates.

303. Estimated unencumbered balances for 2010 are the result of deployment delays of helicopters to the Mission area owing to difficulties in identifying suitable and willing vendors to provide modifications such as anti-missile equipment on rotary-wing aircraft. Under-expenditure from rental of helicopters and landing fees and ground handling are partially offset by the increased requirement for operational hours for fixed-wing aircraft and the requirement for anti-missile flares which were not budgeted in 2010.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Communications	7 683.7	7 592.0	91.7	9 119.6	9 027.9	1 435.9

304. The provision of $9,119,600 reflects requirements for the replacement and acquisition of additional communications equipment for expansion of Mission operations at Baghdad International Airport, Kirkuk and Basra ($2,159,600); safety- and security-related requirements such as hand-held global positioning systems (GPS) and electronic countermeasure (ECMs) units ($2,221,300); commercial communication charges, telefax and Internet ADSL (Asymmetrical Digital Subscriber Line) fees, satellite phone charges and Internet connectivity charges, satellite transponder lease and vehicle tracking system ($3,693,900); communications support services, centralized WAN (wide area network) support and expansion of VHF coverage in Iraq ($102,000); service cost to upgrade from an analogue to a digital system ($400,000); and communications spare parts and consumables ($442,800). The provision further includes requirements for public information services comprising the production of posters, bilingual magazines, folders, and television and radio programmes ($100,000).

305. Increased requirements for 2011 mainly reflect additional requirements to support the new UNAMI compounds in Basra and Kirkuk and at Baghdad International Airport. In addition, the cost of Internet connectivity services for Baghdad, Basra, Erbil, Kuwait and Amman are higher than budgeted for 2010 and the additional, dedicated connectivity services provided by a commercial entity for Najaf, Mosul and Ramadi were not included in the budget for 2010. The provision for connectivity with other missions in the Middle East, which was not included in the previous budget, further increases the 2011 estimates.

306. The unencumbered balance for 2010 mainly reflects lower expenditure for communications equipment, as the decision for expansion into Baghdad International Airport was still under review. The savings were partially offset by higher than budgeted expenditure for commercial communications and spare parts.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Information technology	5 667.0	4 425.9	1 241.1	4 319.6	3 078.5	(1 347.4)

307. The provision of $4,319,600 includes requirements for the replacement of 30 desktops, 20 monitors, 48 digital senders (40 replacements), 16 printers, 43 servers (23 replacements), 15 uninterruptible power supply units; network equipment comprising switches and router ($2,401,000); software renewals and new hotel management software for booking accommodation in Baghdad headquarters, etc. ($564,500); centralized IT support and data storage ($353,600); the Mission's share in software licences and fees ($310,500); and costs for IT spare parts and consumables ($690,000).

308. Decreased requirements for 2011 are attributable mainly to a lower provision for IT equipment, software packages and IT services as the Mission met its requirement for expansion of operations in Iraq (Ramadi, Mosul and Najaf) and Amman from the 2010 budget. Decreased requirements were partially offset by increased requirements for spare parts for ageing IT equipment.

309. The estimated unencumbered balance for 2010 is the result of lower actual requirements for IT equipment and software packages. The lower requirements were partially offset by the higher than budgeted consumption of spare parts due to the elections in early 2010.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Medical	999.3	256.0	743.3	426.0	(317.3)	(573.3)

310. The provision of $426,000 will cover the acquisition of miscellaneous medical equipment ($163,800); costs for the provision of medical services under an existing agreement with United States Forces in Iraq and medical evacuation ($105,000); the acquisition of drugs, medical consumables and first aid kits ($153,900); and the reimbursement of contingent-owned equipment as per standard rates ($3,300).

311. The decrease in requirements for 2011 is due to a reduced provision for medical evacuation. The decreased requirement for medical equipment, which was largely met within the budget of 2010, further reduces the estimated requirements.

312. The estimated unencumbered balance for 2010 is due mainly to a reduced requirement for medical evacuation as the Mission has acquired air ambulance capability and secured hospitalization services within the region. In addition, the Mission has received surplus medical equipment from other missions which has reduced the need for budgeted medical equipment.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Special equipment	90.0	—	90.0	48.4	(41.6)	(41.6)

313. The provision of $48,400 reflects requirements for the acquisition of observation equipment comprising 5 night vision devices, and 33 binoculars, which are required for replacement due to wear and tear. In addition, 6 rifle scopes and accessories for UNAMI security personnel are included.

314. The estimated unencumbered balance for 2010 reflects the delayed deployment to Baghdad International Airport of United Nations Guard Units.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Other supplies, services and equipment	11 488.3	16 149.9	(4 661.6)	16 118.7	20 780.3	4 630.4

315. The provision of $16,118,700 includes requirements for the acquisition of microphone systems for Basra, Kirkuk and Baghdad International Airport, cameras, fitness equipment for United Nations international staff and United Nations Guard Units in Basra, Kirkuk and at the airport, specialized paper for plotters, video equipment and accessories, warehouse equipment and material handling equipment, a hydraulic jet pallet lifter, packaging materials and wooden pallets ($405,600); welfare costs ($29,800) for 364 United Nations Guard Units, 14 military observers and 4 civilian police; subscriptions for newspapers and magazines ($124,000); production costs for business cards, official certificates, presentation booklets and invitations and promotional materials ($66,000); uniforms for security personnel ($85,800); and personal protective gear including helmets and body armour ($266,300).

316. The provision further includes training fees, supplies and services in connection with training courses for security awareness induction training in Amman ($850,000); specialized security training ($49,400); fees related to technical and administrative training courses in aviation, IT, procurement, engineering transport and human resources ($108,300), as well as in substantive areas such as international humanitarian law and policies, protection of civilians, report writing and multimedia training ($40,300); hospitality ($25,000); general insurance ($80,000); bank charges ($50,000); and provision for miscellaneous claims ($9,700), cleaning and janitorial services ($1,169,000), sewage services ($85,400), garbage collection ($53,400), maintenance of gym equipment ($42,000), courier services ($50,000) and advertising in local newspapers ($50,000).

317. Estimated freight costs, customs clearance and insurance costs included in the provision reflect the deployment of equipment to the Mission area and within the Mission ($434,000).

318. The provision also includes costs for logistical and life support services for civilian personnel ($12,044,700) provided by United States Forces in Iraq and local contractors.

319. Increased requirements for 2010 mainly reflect the increased cost of life support services. It is expected that the United States Department of State will take over the forward operating base from the Department of Defence and it will be renamed enduring permanent presence (EPP). The Mission is currently negotiating the cost of life support for this presence and it is expected to range from $200,000 to $400,000 per person per year. There are also increases for personal protection gear for Mission security personnel and United Nations Guard Units and acquisition of other equipment for fit-out of the new UNAMI compounds in Basra and Kirkuk and at Baghdad International Airport. The Mission also foresees higher flight costs

owing to the increased number of cargo movements related to the expansion of its operations.

320. Anticipated additional requirements for 2010 mainly reflect increased requirements for life support services provided by United States Forces and local contractors. Security awareness induction training requirements also increased. More shipments from Kuwait to Iraq and intra-Iraq than expected also caused further additional expenditure under freight-related costs.

	Appropriation 2010	*Estimated expenditure 2010*	*Variance savings (deficit)*	*Total requirements 2011*	*Net requirements 2011*	*Variance 2010-2011*
Quick-impact projects				1 000.0	1 000.0	1 000.0

321. The provision of $1,000,000 reflects the requirement for a total of 40 quick-impact projects as follows: "culture for peace" initiatives ($200,000); regional workshops on environmental awareness ($100,000); regional workshops on water resource management planning ($100,000); community water and sanitation initiatives ($500,000); and women and youth forums ($100,000). Each project is estimated at $25,000 and expected to be implemented at the community level and to the degree possible through local NGOs. Quick-impact projects are usually funded in the first two years of operation of a mission. However, during the first two years of UNAMI, the Government was in significant transition, with few administrative or other mechanisms in place, which meant that the implementation of quick-impact projects during this time was not feasible. It is anticipated that the implementation of these quick-impact projects will have greater impact now and will provide assistance to the peacebuilding processes and peace dividends to the general population.

V. Status of the planned construction project for an integrated headquarters compound in Baghdad

322. The Secretary-General, in his 2009 report on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/64/349/Add.5) requested that a commitment authority for $5 million, similar to that committed but not obligated in 2009, be provided for the biennium 2010-2011. The General Assembly in its resolution 64/245 endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions that it approve a commitment authority of up to $5 million for the biennium 2010-2011.

323. During 2010, a dedicated Project Manager at the P-5 level was recruited to the Office of the Chief of Mission Support and was tasked with the management of the integrated headquarters compound project. On 1 March 2010, an architectural services contract was awarded for the schematic design, design development and construction documentation phases of the project. To complement the work of the High-level Advisory Group established in response to concerns by the General Assembly over issues of proper management and oversight, a working group which mirrors the High-level Advisory Group was also established. Several meetings of the working group have been held to discuss the detailed design and development of

the project, the timeline, legal issues of ownership of the property in Iraq and issues relating to procurement. The design phase of the project is currently behind schedule, due to performance issues relating to contractors, which is directly impacting the overall traditional design-bid-build delivery methodology of the project. Since 19 July 2010, the architectural services contract has been in a "condition of default". The Procurement Division is currently in negotiations with the architectural firm concerned and is pursuing remedies that would allow the design phase activities to continue.

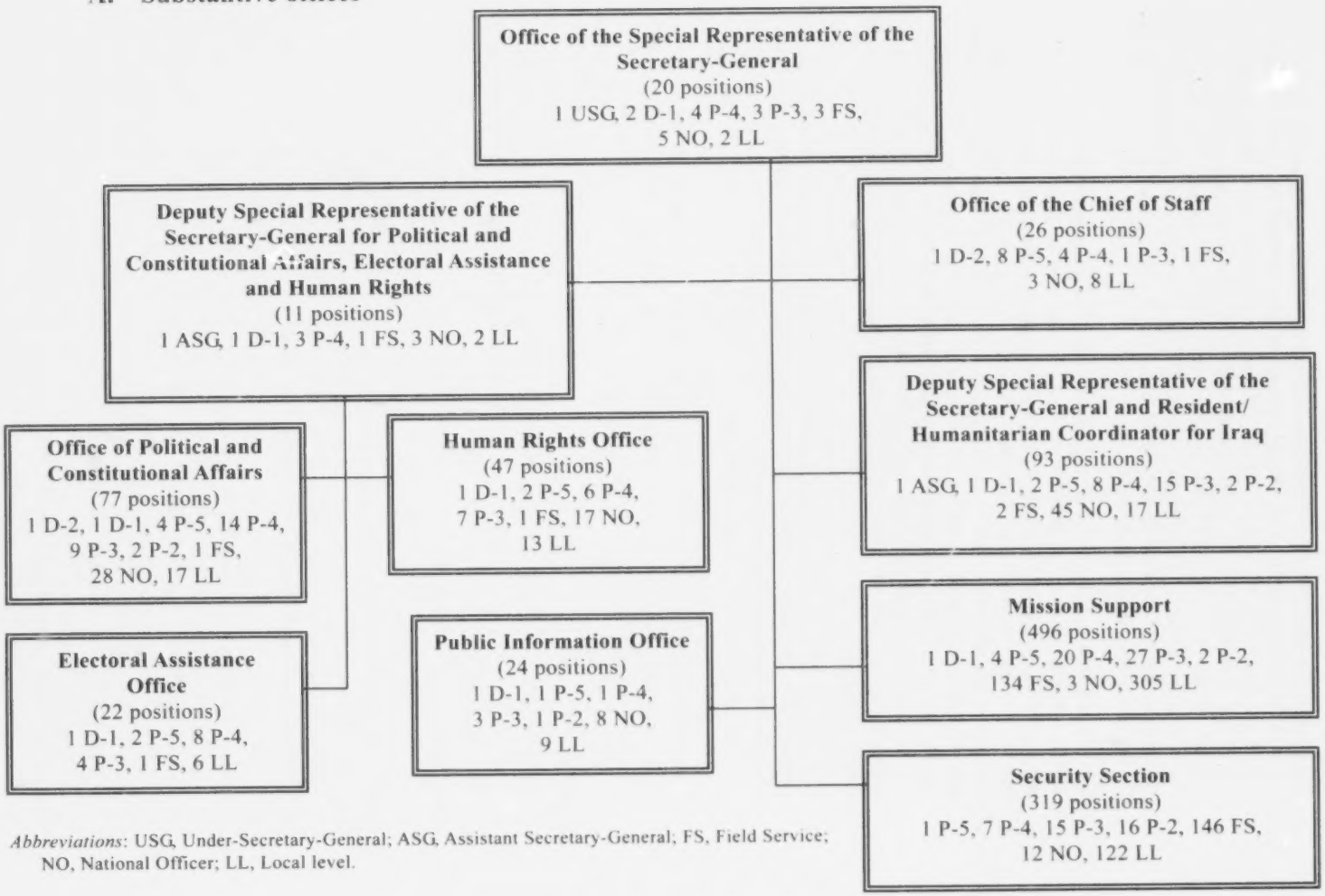
324. In addition to the construction of the United Nations integrated compound, the Mission is exploring other possible options. At the time of this report, the design work is still ongoing and a course of action to be taken with regard to the compound has yet to be determined. Financial resource requirements for the integrated compound are therefore yet to be finalized and are not reflected in the current report. A clear course of action for the compound is expected to be concluded by the fourth quarter of 2010 and updated, detailed, comprehensive financial requirements for the construction of the compound in Baghdad, or an alternative option, will be submitted to the General Assembly for consideration at the first resumed part of its sixty-fifth session.

325. On 31 March 2010 the trust fund established for the construction of the compound in Baghdad received $25 million from the Government of Iraq as its contribution towards the construction.

Annex I

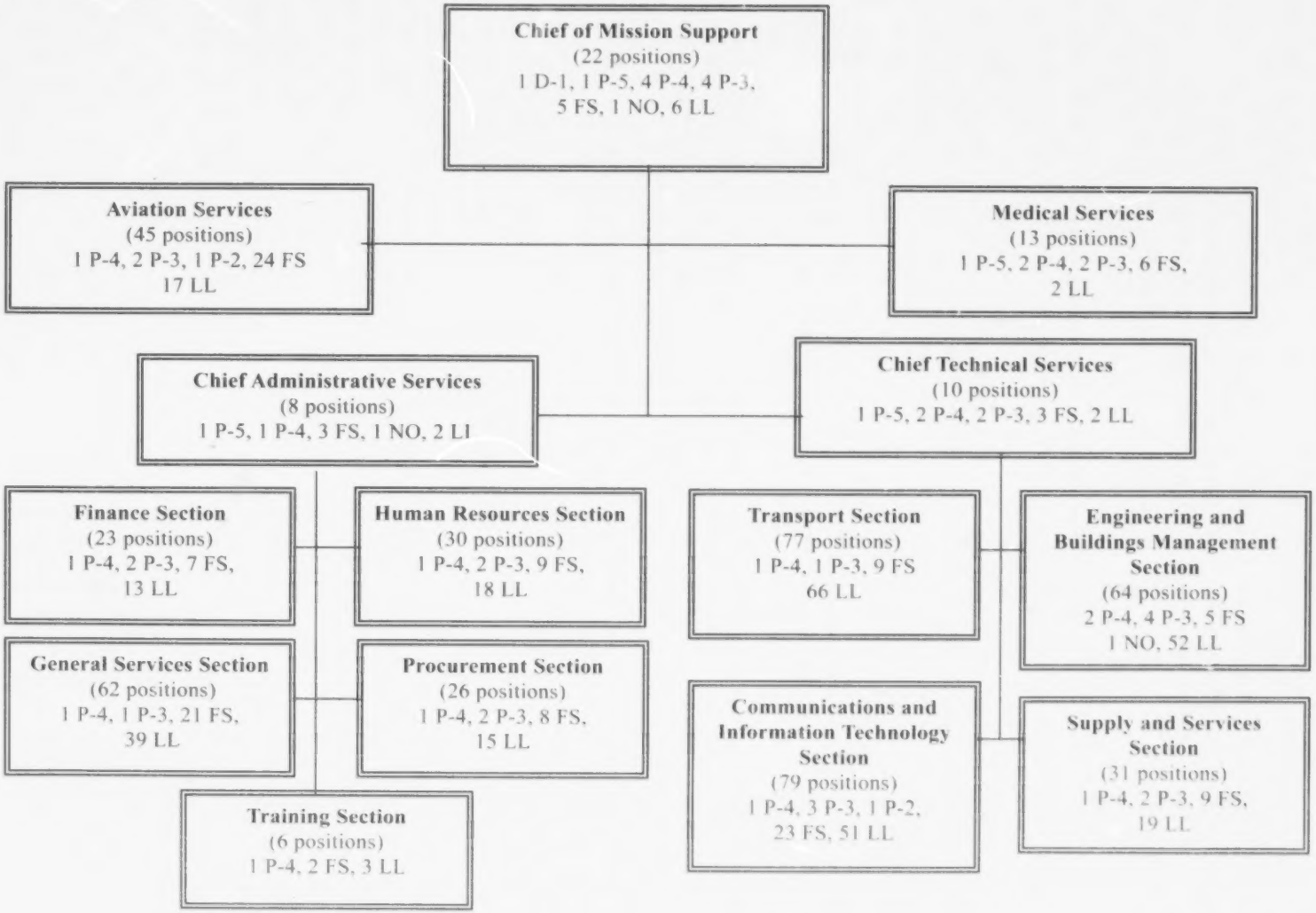
Organization charts

A. Substantive offices


Office of the Special Representative of the Secretary-General
(20 positions)
1 USG, 2 D-1, 4 P-4, 3 P-3, 3 FS, 5 NO, 2 LL
Deputy Special Representative of the Secretary-General for Political and Constitutional Affairs, Electoral Assistance and Human Rights
(11 positions)
1 ASG, 1 D-1, 3 P-4, 1 FS, 3 NO, 2 LL
Office of the Chief of Staff
(26 positions)
1 D-2, 8 P-5, 4 P-4, 1 P-3, 1 FS, 3 NO, 8 LL
Deputy Special Representative of the Secretary-General and Resident/ Humanitarian Coordinator for Iraq
(93 positions)
1 ASG, 1 D-1, 2 P-5, 8 P-4, 15 P-3, 2 P-2, 2 FS, 45 NO, 17 LL
Office of Political and Constitutional Affairs
(77 positions)
1 D-2, 1 D-1, 4 P-5, 14 P-4, 9 P-3, 2 P-2, 1 FS, 28 NO, 17 LL
Human Rights Office
(47 positions)
1 D-1, 2 P-5, 6 P-4, 7 P-3, 1 FS, 17 NO, 13 LL
Mission Support
(496 positions)
1 D-1, 4 P-5, 20 P-4, 27 P-3, 2 P-2, 134 FS, 3 NO, 305 LL
Electoral Assistance Office
(22 positions)
1 D-1, 2 P-5, 8 P-4, 4 P-3, 1 FS, 6 LL
Public Information Office
(24 positions)
1 D-1, 1 P-5, 1 P-4, 3 P-3, 1 P-2, 8 NO, 9 LL
Security Section
(319 positions)
1 P-5, 7 P-4, 15 P-3, 16 P-2, 146 FS, 12 NO, 122 LL

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NO, National Officer; LL, Local level.

B. Administrative offices



Annex II

Summary of positions proposed for redeployment

	To				
From	*Office of the SRSG*	*Office of the Chief of Mission Support*	*Chief Administrative Services*	*Finance Section*	*Training Section*
Electoral Assistance Office	1 P-3				
Office of the Chief of Mission Support			1 P-4		
			1 Field Service		
Human Resources Section					2 FS
					3 LL
Engineering Section		1 National Officer			
Medical Section				1 Field Service	
Communication and Information Technology Section		1 Field Service			

Abbreviations: SRSG — Special Representative of the Secretary-General

Annex III

Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions fourteenth report on the proposed programme budget for the biennium 2010-2011 (A/64/7/Add.13)	
The Advisory Committee stresses the need to keep under review the impact of this drawdown, including possible financial implications for the United Nations (para. 160).	To prepare for the United States Forces in Iraq drawdown, the Mission has planned for additional staffing, troops, aircraft, special vehicles, special security sections, construction funds and related additional life support services.
In view of the high per-hour cost, the Advisory Committee urges judicious use of the Mission's helicopters (para. 174).	The Mission takes note of the Committee's recommendation and will ensure judicious use of the Mission's helicopters
The Advisory Committee points out that the estimates provided in document A/62/828 were themselves based on a staff accommodation project which had been implemented by another international organization in the international zone more than two years before the issuance of that report (ibid., para. 36). The Committee understands that, as indicated in paragraph 118 of the report of the Secretary-General (A/64/349/Add.5), developments in Iraq have led to delays in the submission of the detailed proposal recommended by the Committee (see A/63/601, para. 25) and requested by the General Assembly in section X of its resolution 63/263. Nevertheless, the Committee believes that an effort should have been made to update the estimated costs for the project, which are now more than four years old. The Committee expects that the comprehensive report to be submitted to the General Assembly at the resumed sixty-fourth session (see A/64/349/Add.5, para. 127) will provide detailed comprehensive financial requirements and clear timelines for the different phases of implementation, as requested by the Assembly in the above-mentioned resolution (para. 176).	The design phase of the project is currently behind schedule, due to contractor-related performance issues, which is directly impacting the traditional design-bid-build delivery methodology of the overall project. Since 19 July 2010, the architectural services contract has been in a "condition of default". The Procurement Division is currently in negotiations with the architectural firm concerned and is pursuing remedies that would allow the design phase activities to continue. In addition to the construction of the United Nations integrated compound, the Mission is exploring other possible options. At the time of this report, the design work is still ongoing and a course of action to be taken with regard to the compound has yet to be determined. A clear course of action for the compound is expected to be concluded by the fourth quarter of 2010 and updated, detailed, comprehensive financial requirements for the construction of the d compound in Baghdad, or an alternative option, will be submitted to the General Assembly for consideration at the first resumed part of its sixty-fifth session.

Brief description of the recommendation	*Action taken to implement the recommendation*
While the Advisory Committee considers these developments positive, it believes they fall short of what is required in terms of oversight of this complex construction project. It is not clear, for example, what the real level of responsibility of the Advisory Group will be. Nor have the reporting lines within the Mission been elaborated. Furthermore, the role of the Office of Central Support Services is unclear. More generally, the Committee believes that there should be at Headquarters a single locus of competence for the support and supervision of complex construction projects worldwide. In this connection, the Committee recalls its observation that there is a need to clarify further the central leadership role of the Office of Central Support Services in ensuring an Organization-wide perspective on the needs and priorities relating to construction, major maintenance and the overall management of United Nations facilities (see A/64/7/Add.11, para. 5). The Committee expects that these issues will be addressed in the comprehensive report to be provided to the General Assembly at its resumed sixty-fourth session. The results of the review by the High-level Advisory Group of lessons learned from other United Nations construction projects should also be reflected in the report (para. 178).	To complement the work of the High-level Advisory Group established in response to concerns by the General Assembly on issues of proper management and oversight, a working group which mirrors the High-level Advisory Group was also established. Several meetings of the working group have been held to discuss the detailed design and development of the project, timeline, legal issues of ownership of the property in Iraq and issues relating to procurement. A dedicated Project Manager at the P-5 level was recruited under the Office of the Chief of Mission Support and tasked with the management of the integrated headquarters compound project. The Mission retains the overall leadership role in executing the delivery of the project on the ground.